

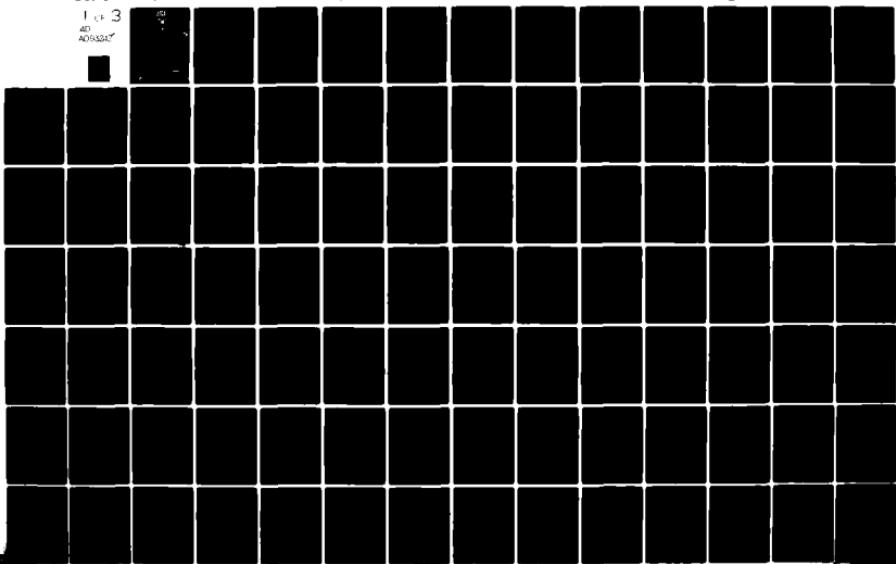
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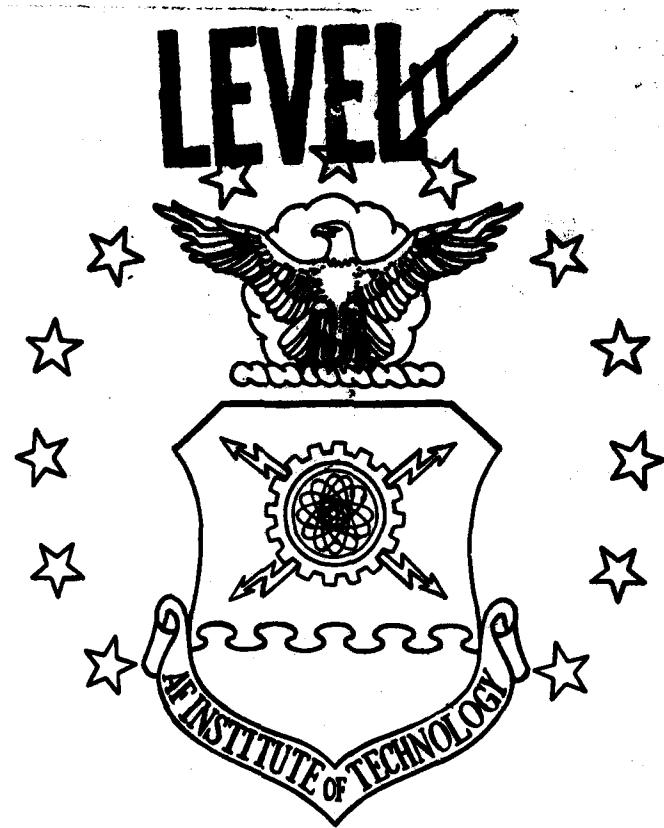
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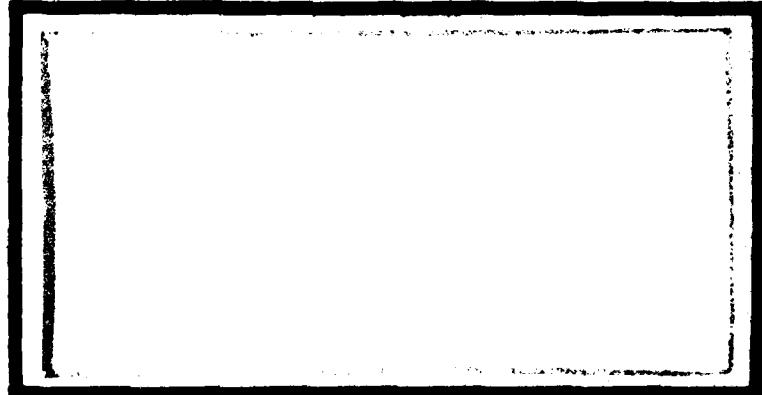
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(6) CAREER INTENT OF WOMEN VIS A VIS
MEN IN THE UNITED STATES
AIR FORCE

Linda M. /Quintero/ Captain, USAF

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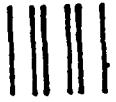
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This study analyzes and compares career intent of female and male Air Force personnel. The data for the study were obtained from the Quality of Air Force Life survey conducted in February 1980. The main analysis techniques used were the Automatic Interaction Detection (AID) algorithm and stepwise regression. The study analyzed the responses of female and male officer and enlisted personnel in three groups: the total population, first term personnel, and personnel with four to ten years of service. The primary conclusion of the study is that different factors affect the career intent for women and men. Career intent for female officers is largely dependent upon job satisfaction, whereas, attitude of spouse or immediate family is the major influence for male officer and enlisted personnel. Extrinsic factors, such as a high salary and the belief they can get a better break in civilian life, are important to enlisted women. Job satisfaction was also examined for all male and female officer and enlisted personnel. The results indicate that job challenge and preparation for future responsibility are major factors of job satisfaction. The relationship with the supervisor or superior is also an important factor of female job satisfaction.

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CAREER INTENT OF WOMEN VIS A VIS
MEN IN THE UNITED STATES
AIR FORCE

A Thesis

Presented to the Faculty of the School of Systems and Logistics
of the Air Force Institute of Technology
Air University

In Partial Fulfillment of the Requirements for the
Degree of Master of Science in Systems Management

By

Linda M. Quintero, BA
Captain, USAF

September 1980

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This thesis, written by

Captain Linda M. Quintero

has been accepted by the undersigned on behalf of the
Faculty of the School of Systems and Logistics in partial
fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN SYSTEMS MANAGEMENT

DATE: 19 September 1980

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CHAPTER I

INTRODUCTION

Women in the Work Force

In the past, society viewed a woman as a dependent, passive, submissive, and emotional being. Non-assertive and non-competitive behavior was continually reinforced by parents, teachers and peers. While growing up, a girl was encouraged to always let the man win and to hide her intellectual ability. Her traditional role was that of wife, mother, and homemaker. A woman was raised from birth with the unspoken and spoken assumption that she would someday marry (O'Brien, 1973:41). It was not in accordance with her feminine image for a woman to actively pursue a career and seek fulfillment outside the home. If a woman went to work or to college, she was usually just biding her time until the right man came along to take care of her. Education and job training were considered insurance against failure in the unfortunate event that a girl did not get married (O'Brien, 1973:93). If a woman voluntarily chose a career over marriage, society expressed strong disapproval and labeled her unfeminine because she did not conform to the standards of appropriate female behavior.

Once she did marry, a woman worked outside her home ". . . only in the event of her husband's death, disability, or inability to provide enough for family subsistence [Harbeson, 1967:28]."¹ If a married woman worked it was a sure sign that something was wrong. When women did work, they were often forced to accept menial positions or unskilled or semi-skilled labor jobs because they had few marketable skills. Those women with some form of training were limited to positions which were congruent with the female role--teaching, nursing, social and clerical work. Work conditions for women were generally poor and wages were extremely low. Working women were often "exploited" and ". . . identified as unfortunate and of the lowest socio-economic level [Levinson, 1970:34]."

Today, however, women are entering the labor market in unprecedented numbers.

During the last fifteen years, more and more women have entered the labor force, with the most rapid increases in participation occurring among women in the twenty to thirty-four group, many of whom are mothers of pre-school children [Blau, 1978:37].

According to the U. S. Bureau of Labor Statistics (U. S. Bureau of the Census, 1979:400-401), 49.1 percent of the adult female population were employed in 1978. More importantly, 47.6 percent of all married women and 41.6 percent of married women with children under six worked outside the

home. In 1950, only 23.8 percent of all married women were employed outside the home.

One of the major factors behind this steady rise of women in the labor market is, of course, economic necessity. Most women work because they have to. "For obvious economic reasons, single, widowed, divorced, and separated women are more likely to work than married women [Blau, 1978:38]." However, more and more married women are working because of financial reasons. The high inflation rate has made it necessary for many wives to work in order for families to be able to make ends meet, send children to college, or afford a higher standard of living. The two paycheck family is becoming the rule rather than the exception in today's society. "Thus, it is rapidly becoming more difficult to consider working women an unrepresentative or atypical group [Blau, 1978:38]."

Other important factors which have prompted women to enter the work force include: the increasing number of women with college and advanced degrees, more full and part-time job opportunities, the strong influence of the women's liberation movement, and the impact of affirmative action programs (Gordon, 1979:118). Additional reasons are the growing trend toward having fewer children, the increasing number of women who postpone marriage or decide not to marry at all, the rising number of single-parent families

due to the high divorce rate, and the longer life expectancy of women (Stencel, 1977:25).

Not only has society changed its attitude toward working women, but women themselves have altered their views and approach toward working. Rejecting the traditional dependent female role, they are no longer content to have marriage and family as their ultimate and only goals. They are seeking self-actualization or self-fulfillment outside the home. Rather than viewing a career solely as an alternative to marriage, women now have the choice of marriage, a career, or both (Harbeson, 1967:53). They are preparing for, pursuing, and committing themselves not just to jobs, but to careers. Moreover, an increasing number of them are seeking careers in occupations previously dominated by men.

Today, an essential part of every young woman's education consists in cultivating an awareness of the expanding range of alternatives in feminine life patterns which will enable her to harmonize her function as wife and mother with a fuller realization of herself as an individual [Harbeson, 1967:52].

Women and the Air Force

One of the organizations taking advantage of this influx of women into the labor market is the United States Air Force. With the elimination of the draft, the automatic waiting line for men to enter the Air Force has ended (Bobbitt, 1974:13). Recruitment of qualified males has

been increasingly difficult because the pool of available eighteen-year-old males is considerably smaller than in the past. This is the result of the sharply declining U. S. birth rate in the 1960s ("Women in Uniform," 1978:31). Faced with decreasing numbers of male recruits, many Air Force decision-makers see increased utilization of women as the answer to the manpower shortage. Women are viewed as having a significant role in filling the ranks of the all-volunteer force.

The Air Force has committed itself to increasing the number of females on active duty. By the end of fiscal year 1985, the Air Force hopes to have a total of 97,000 women on active duty, an 80 percent increase over the current female strength (Chayes, 1980:3). "Women should then constitute about 18 percent of the active force compared to 1.4 percent ten years ago [Chayes, 1980:3]." Moreover, these women are being recruited for all the different career fields, with the exception of those few which are directly related to combat. There are several reasons for this:

First, women are a resource of volunteers which has not been tapped since World War II; second, there are thousands of jobs they can do; third, there are increasing pressures in our society to make greater opportunities available to women; and fourth, they are volunteering in unprecedented numbers today [Bobbitt, 1974:13].

However, recruiting women is only half the answer to the manpower shortage. It will do little good for the Air

Force to recruit large numbers of women if it cannot also retain them. It must offer positive incentives for women to make the Air Force a career. Civilian industries are also aware of the potential of female resources, and the Air Force must be willing and able to compete with them not only in the recruitment of women but their retention as well. As Antonia Handler Chayes, Under Secretary of the Air Force, said before the Subcommittee on Military Personnel of the House Armed Services Committee:

Many of the most critical shortages--engineers, scientists, pilots--can be filled by qualified women, but we must be aware that attraction of civilian opportunities pulls at them just as it pulls at men. . . . There must be policy changes to assure women that they can satisfy personal career goals and ambitions by moving up the ladder to senior management [Chayes, 1980:3-4].

In order to achieve its goals, it is, therefore, imperative that the Air Force have a clear and thorough understanding of those variables which influence women to remain on active duty until retirement. Without that understanding the Air Force will be unable to implement personnel and management policy programs which will motivate women not only to enter the Air Force but to also make it a career. It is also important to determine if the variables which influence career intent of women are identical to those for men. If the Air Force is to truly benefit from increased utilization of women, any significant differences must be examined and appropriate adjustments made.

Why the Interest in Career Intent?

For the past few years, the Air Force has been experiencing a serious retention problem. Therefore, the subject of career intent and the variables which are associated with and influence career intent are of extreme interest. As a result of this interest, there have been several studies conducted which have explored the area of career intent and a factor closely associated with it, job satisfaction. The results of these studies have indicated a steady decline in the willingness to remain on active duty, particularly among Air Force personnel in the younger year groups.

Bartholomew (1973) conducted a research study which compared the personal value systems and career objectives of men and women Air Force officers. He found that:

. . . conflict, dissatisfaction and negative career intent may be resulting from a perceived continuing progress and affirmative actions to assure that women reach truly equal status, these values seem to imply that Air Force efforts to attract and retain talented womanpower are likely to be severely hampered [Bartholomew, 1973:200].

His findings also showed that male and female officers with two to four years of service have different value systems which result in job dissatisfaction and negative career intentions (Bartholomew, 1973:143).

Using data from the 1975 Quality of Air Force Life (QOFL) survey, Thompson (1975) conducted a study on job

satisfaction in the Air Force. He found that job satisfaction was primarily determined by job challenge, preparation for future responsibility, and job freedom. Expressed career intent was greatly influenced by job satisfaction, but only for those personnel with less than seven years of service (Thompson, 1975:x-xi).

To add to these findings, Vrooman (1976) made an analysis of factors associated with job satisfaction and career intent for persons with under six years of service. He concluded that job satisfaction was highly associated with job challenge and preparation for future responsibility. Factors associated with career intent were growth opportunities, leadership/supervision, and personal standing (Vrooman, 1976:x).

Using data from the 1977 QOAF survey, Patterson (1977) conducted an analysis of career intent and job satisfaction of first term personnel. Although he used similar data and the same statistical methods that Thompson and Vrooman did, Patterson differed in his approach in that he used a much larger set of predictor variables. His results indicated that career intent was primarily determined by the importance of the retirement benefit, the desirability of living on an Air Force base, job satisfaction, and personal growth. Factors highly associated with job

satisfaction were job challenge and utilization of training and abilities (Patterson, 1977:xi).

More recently, Mosbach and Scanlan (1979) performed an analysis of the individual perceptions and attitudes affecting the career selection of company grade officers in Air Force Systems Command. Their findings indicated that family opinion, particularly that of the spouse, was a dominant variable in the career selection decision. This was particularly significant for officers with less than six years service. Up to the five year point, job challenge was also an important factor. After that time, however, the use of training and ability was the major variable in a career decision. Although retirement benefits and high salary were not significant, written comments from the respondents ". . . indicated this could change depending on Presidential and Congressional actions in these areas [Mosbach and Scanlan, 1979:x]."

Because increased utilization of women in the Air Force has only occurred during the last decade, information concerning their career intentions is extremely limited. Of the research reviewed, only Bartholomew specifically examined the career objectives of women; and his research was conducted back in 1973. Since that time, however, significant policy changes have been implemented which have greatly affected retention. In addition, his study was only

concerned with female officers, thereby excluding the largest portion of women in the Air Force, the enlisted women. Therefore, the purpose of this research effort is to add more information to the data base concerning women in the Air Force. Hopefully, the results will be useful in gaining insight into the career objectives of women and in developing programs and policy changes which will motivate more women to remain in the Air Force until retirement.

Objectives of the Research

The basic objectives of this research are to investigate those variables which are associated with and influence career intent of women and to determine if those variables are significantly different from the variables which influence career intent of men. This study is not intended to prove or disprove any general hypothesis about career intent but rather to gain insight and improve understanding of women in the Air Force. Responses from the Quality of Air Force Life survey, conducted in February 1980, will be used to perform the research. Specific sub-objectives of the research are as follows:

1. Provide a brief review of the changing role of women in the military.
2. Examine and compare career intent of Air Force female and male officer and enlisted personnel.

3. Explore the area of job satisfaction. Although this research is primarily concerned with career intent, the writer felt that job satisfaction should also be examined because it has been found to be closely associated with career intent (Thompson, 1975; Vrooman, 1976; Patterson, 1977).

Assumptions

Assumptions upon which this research is based include the following:

Assumption 1. It is assumed that the survey is valid. As this survey is based on two previous QO AFL surveys administered to Air Force personnel, this would seem to be a reasonable, as well as necessary, assumption.

Assumption 2. It is assumed that individuals taking the survey were responsible people and that the responses are valid and unbiased. The large sample size should negate invalid responses from people who answered the survey with a negative or "I'll just put anything down" attitude.

Assumption 3. It is assumed that career intent is dependent on a relatively small number of variables which can be isolated by statistical analysis from a large set of variables.

Assumption 4. The respondents in the study must be assumed to be representative of the total Air Force

population. If they are not, the results will be of little use in shaping Air Force policy.

Scope

The research was limited to the Air Force personnel who took the QOAFL survey. No information was obtained concerning attitudes and career objectives of potential recruits, women who decided not to enter the Air Force, or women who have left the Air Force. Thus, findings pertain only to those women who are presently on active duty.

Responses of medical officers were not included in any of the sample groups used in the statistical analysis. The writer felt that this was necessary because the promotion system for medical officers differs from that for line officers. Therefore, information concerning the attitudes and career intentions of medical officers would probably not be applicable to the majority of the Air Force population. Furthermore, the expansion efforts have been concentrated only on female line officers and enlisted personnel.

Rated officers were also excluded from the analysis. This was done because there are so few rated female officers at the present time. Therefore, to compare like groups, only female and male non-rated officers were used in the study.

The number of years service is, naturally, closely associated with career intent. The closer one is to

retirement, the more inclined he/she is to remain on active duty. It seemed reasonable, then, to examine certain sub-groups of the population with respect to career intent. Two particular groups were selected: individuals with less than four years of service (first term personnel) and individuals with four to ten years of service. The first group was selected because they would still be in their first enlistment. The second group was selected for two reasons:

- (1) they have served their initial service obligation and
- (2) they are approaching or have attained the halfway point in their careers. With only four to ten years invested in the service, they probably do not feel "locked into" an Air Force career.

A literature review on the theories and research on career intent and job satisfaction has not been included because so many reviews have been performed in previous studies. Thompson (1975), Vrooman (1977), and Mosbach and Scanlan (1979) all conducted very extensive and comprehensive literature reviews. Rather than reiterate what has been said so many times before, the writer felt that she could contribute more by reviewing what literature does exist on the role of women in the military. As little has been done in this area, such a review will provide background information which may be of use in future studies on women in the Air Force.

Limitations

Although surveys are a convenient method of obtaining data from a large number of people, they do have certain limitations. One limitation is the fact that respondents can only answer the questions asked and are restricted to the answers provided. Often these answers do not reflect an individual's true feeling, but he/she is forced to select the one which comes closest. The answer may not be what the individual feels at all. Therefore, survey data may not always provide completely accurate information. There was, however, an opportunity for people to give written responses on the survey. These responses were examined to see if they could add anything to the research findings.

Individuals taking the survey were guaranteed anonymity. This is an advantage in the sense that people are more inclined to give honest answers if there is no fear of reprisal. It is also a limitation in that it prohibits any type of follow-up action.

Another limitation is the fact that the survey only measures expressed career intent. There is no way to determine if individuals actually follow through with their expressed intentions.

CHAPTER II

THE CHANGING ROLE OF WOMEN IN THE MILITARY

Introduction

In many ways, the character and composition of a nation's military system mirror the society that it is established to protect and defend. Thus it comes as no surprise that the armed forces of the United States should now face a period of great uncertainty, at once under pressure to remain apace of the fundamental changes taking place in American society but at the same time understandably cautious about breaking with deeply rooted military traditions. Vividly illustrating this dilemma is the controversial question of the role of women in the changing military establishment [Binkin and Bach, 1977:1].

In order to have a better understanding of the present status of women in the military, it is beneficial to examine how the role of women in the military has evolved over the years. The purpose of this chapter is to provide the reader with a brief history of women in the armed forces--their accepted roles in the past, their contributions, their long struggle to become fully integrated into the military, and a look at their role in the future.

Women in the Air Force came into being automatically when the Air Force was established as a separate service in 1947. However, their history really begins with the Women's Army Auxiliary Corps established during World War II. To fully appreciate where Air Force women are today, one must

become familiar with the development of women in the Army. Therefore, a large section of this chapter is devoted to the establishment of the Women's Army Corps.

The Years Prior to World War II

Traditionally, military service has been strictly a masculine domain. In the past, cultural norms have dictated that men were responsible for defending the nation's security, while women remained safely at home. After all, the women and children left behind epitomized everything the soldier was fighting for (Feld, 1978:565). Adding to this traditional view was the fact that women rarely had any skills which could be of use to the military (Binkin and Bach, 1977:4). Prior to World War I,

. . . the earlier standing armies were composed mainly of foot-slogging riflemen whose primary function was to engage the enemy with small arms or in hand-to-hand combat . . . [Binkin and Bach, 1977:4].

Hand-to-hand combat was hardly a skill that the majority of women considered worth pursuing. Thus, women's participation in military action was limited primarily to nursing; some women also performed as cooks, laundresses, or seamstresses. However, women performing such duties were considered only as civilian volunteers and not members of the military establishment. It was not until 1901, when the Army Nurse Corps was established, that there were women in military uniform. Shortly after, in 1908, the Navy

Nurse Corps was created. Women in these organizations, however, were not given full military status or equal pay or benefits (Binkin and Bach, 1977:5).

With the industrial revolution, attitudes toward utilizing women in the military began to change. For one thing, military technology and organization became more mechanized and sophisticated; and for another, women working outside the home developed occupational skills more useful to the military (Binkin and Bach, 1977:5).

World War I proved to be ". . . the impetus for utilizing women in non-nursing roles for the first time in western history [Thomas, 1978:624]." Realizing that women could easily replace those men performing clerical duties, the Navy was the first armed service to authorize the enlistment of women on 19 March 1917 (Thomas, 1978:625). Enlisted as Yeoman (F), women were given full military rank and status as well as equal pay and allowances. Following the Navy's lead, the Marine Corps also opened its doors to women. The first Marine Reservists (F) were sworn in on 13 August 1918. These women, known as "yeomanettes" and "marinettes" performed as clerks, typists, stenographers, draftsmen, translators, fingerprint experts, and recruiters, thereby releasing thousands of men needed for sea and field duty (Thomas, 1978:626). By the end of the war, there were over 11,000 yeomanettes and 300 marinettes on active duty.

However, it had been clearly understood from the beginning that these women were only serving in a time of crisis. As soon as the war was over, they were to return to their homes and their traditional roles. So, after the Armistice in 1919, the yeomanettes and marinettes were quickly demobilized. With the exception of the nurse corps, the armed services were once again all-male institutions (Binkin and Bach, 1977:5).

During the period between World War I and World War II, very little consideration was given to the utilization of women in the military. Interestingly enough, however, the Army, which had prohibited the enlistment of women during World War I, did conduct some noteworthy studies on utilization of women in the armed services. The first (Binkin and Bach, 1977:6; Thomas, 1978:628) was done by Anita Phipps, Director of Women's Relations, U. S. Army. The Army had created the civilian post in 1920 as a liaison between the war department and female voters. As the first director, Miss Phipps viewed the post as ". . . a vehicle for establishment of a Women's Army Corps [Thomas, 1978: 629]." During her tenure, she developed a plan in which women would be fully trained and incorporated into the Army, but it was rejected by the Army General Staff in 1926.

The second study was initiated by Major Everett Hughes who had succeeded Miss Phipps as director.

Recognizing that the participation of women in any future war would be inevitable, Major Hughes recommended that women be fully trained and integrated into the men's army before another crisis occurred (Thomas, 1978:628). Hughes submitted his plan in 1928; and it was shuttled back and forth between Personnel, the Army Chief of Staff, and the Secretary of War. Finally, in 1931, it was permanently laid to rest because of lack of interest and action (Binkin and Bach, 1977:6; Thomas, 1978:628).

Another study was conducted in 1939 proposing that women participate as uniformed civilians under the administration of the Army. It was several years though before any action was taken on the plan.

During this same time, the Navy expressed little interest in the further utilization of women, and under the Naval Act of 1938, restricted service to male citizens only (Thomas, 1978:638). In fact, the only organization which did seem to recognize the fact that women would be needed at some time in the future was the Bureau of Aeronautics (BuAer). However, no one paid attention to their recommendations.

In 1941, BuAer requested that legislation be drafted to enlist women in the Naval Reserve. The Bureau of Navigation (Personnel) responded that no requirement beyond that which could be met with male enlistees was visualized and the issue was laid to rest [Thomas, 1978: 628].

World War II

With the outbreak of World War II, there was renewed interest in the enlistment of women in the armed services. One of the most ardent supporters for women in the military was Representative Edith Nourse Rogers of Massachusetts. Mrs. Rogers tried very hard to submit a bill which would give women full military status in the Army; but the War Department, insisting that the Army was in the process of developing its own plan for a women's organization, requested that she delay her submission. According to the following memo, the object of the delay was to allow the Army time to develop a plan more acceptable to the War Department.

The sole purpose of this study is to permit the organization of a women's force along lines which meet with the War Department approval, so that when it is forced upon us, as it undoubtedly will be, we shall be able to run it our way [Treadwell, 1954:17].

Realizing that she really did not have much choice, if anything was to be accomplished, Mrs. Rogers accepted the Army's final version. On 28 May 1941, she introduced a bill in the House of Representatives to establish the Women's Army Auxiliary Corps (WAAC) (Thomas, 1978:631). However, the ". . . bill sank from sight after being referred routinely to the Bureau of the Budget [Binkin and Bach, 1977: 7]." It was only after Pearl Harbor that the Bureau took any action, and the bill was passed and signed into law by the President on 15 May 1942. Thus, the Women's Army Auxiliary Corps was finally established.

Under the provisions of the bill, women were only to serve in an auxiliary status under the command of a woman director. They were restricted from supervisory positions and jobs which involved combat, long training, and unsuitable environment, or excessive physical strength (Thomas, 1978:631). In addition, they did not receive the same benefits, rank, and discipline as men. Because they were only in auxiliary status, women were not considered to be:

. . . in the army for purposes of free mail, government insurance, overseas bonuses, survivor's benefits, rights of prisoners, all veteran's benefits, pay scale and burial [Thomas, 1978:632].

They could not receive the same disciplinary action as men because they were not subject to Army regulations or the Articles of War. Thus, discipline proved to be a very touchy area for Army officials.

Technically, only a WAAC could arrest another. Moreover, any punishment that might be imposed was unconstitutional, since the accused had been deprived of due process of law. Thus, it was clear to the Army that women could leave the service whenever they desired (and some did) and that the WAAC was essentially a corps of uniformed civilians who complied with rules out of patriotism [Thomas, 1978:632].

To eliminate some of these problems, Mrs. Rogers submitted another bill on 14 January 1943 to give women in the Army full military status. The bill was quickly passed in the Senate but met with opposition in the House. Many congressmen strongly questioned why women, who were volunteers, should receive the same benefits as men who had been

drafted (Thomas, 1978:632). Eventually, the House added some amendments and passed the bill. On 1 July 1943 the WAAC became the Women's Army Corps (WAC).

Although it was now a separate branch of the Army, the WAC was far from an equal one (Thomas, 1978:633). According to the amendments attached by the House, women were not allowed to command men; a woman officer could not achieve rank above lieutenant colonel (unless she was appointed WAC Director); and the corps was to be dissolved six months after the war ended (Thomas, 1978:633). Surprisingly enough, however, women were not excluded from combat. This gave the Army the flexibility and opportunity to ". . . assign women overseas without becoming entangled in the web of defining combat [Thomas, 1978:633]."

Meanwhile efforts to establish a women's corps in the Navy were also met with strong resistance. Despite the success experienced using women during World War I and strong recommendations from the Bureau of Aeronautics and the Chief of Naval Operations, Navy officials thought it was unnecessary to pursue the utilization of women (Thomas, 1978: 634-635). However, increasing pressure from Mrs. Rogers, various women's groups, and numerous congressional inquiries forced the Navy to reassess their position. Finally, the Secretary of the Navy relented and submitted a bill proposing that ". . . the Naval Reserve Act of 1938 be amended to

include women during time of war [Thomas, 1978:638]." Once again though, officials from the Bureau of the Budget interfered with the progress of a bill. They objected to the fact that the proposed corps was not an auxiliary corps, and they refused to send the bill to Congress. However, two congressmen in support of the bill became aware of the situation; and they simultaneously introduced it in the House and Senate Naval Affairs Committees. After a lengthy debate, the bill was passed and sent to President Roosevelt for signature, but with a recommendation that the women's navy corps be an auxiliary unit. The President initially concurred with the recommendation and would have signed the bill. However, Mrs. Roosevelt interceded and convinced him that full military status for the women's reserve was imperative (Thomas, 1978:635-636). The President signed the bill as she requested and the Women Accepted for Volunteer Emergency Service (WAVES) was officially created on 30 July 1942.

On 23 November 1942, the Coast Guard, which comes under the Navy during a time of war, also formed a women's reserve. Called the SPARs (after the Coast Guard motto--semper paratus, always ready), the organization was patterned along the same lines as the WAVES (Thomas, 1978: 638). Shortly after, the Marine Corps Women's Reserve was created. Like the other three women's organizations, it,

too, was considered a temporary component, created only because there was a national emergency.

Despite the numerous obstacles encountered in establishing the four corps, the efforts were apparently worthwhile. The women who participated in World War II demonstrated that they were competent and highly effective, and they played a significant role in winning the war. The period ". . . can justifiably be viewed as a turning point in the history of women's participation in the military [Binkin and Bach, 1977:7]." Approximately 350,000 women served in all four services thereby relieving thousands of men for sea and combat duty. Among them were 40,000 WAC who served with the Army Air Corps. The majority of women, particularly those in the Army and the Coast Guard, were utilized in traditionally feminine jobs--health, administration, supply, and personnel. The Navy and Marine Corps assigned women to more non-traditional positions, such as instrument flying instructor, gunnery instructor, printer, metalsmith, airplane mechanic, and aviation camera repairman (Thomas, 1978:637). In fact, enlisted women in the Navy were responsible for flight training and trained ". . . every Navy pilot assigned to flight school between 1943 and 1945 . . . [Thomas, 1978:637]."

In addition to the large numbers of women in the four service corps, women also served as Women's Airforce Service

Pilots (WASPs). Although they were never given full military status, some 800 WASPs flew all types of military aircraft, including combat, during the war (Binkin and Bach, 1977:7).

Women were also employed overseas, many seeing action close behind the front line. Thirty-eight days after D-Day, women landed in Normandy; thirty days after the combat troops arrived, women were brought into the Philippines (Thomas, 1978:633). Women participated in the European, North African, Mediterranean, South Pacific, and China-Burma-India theater of operations. Their performance under the strenuous and stressful conditions of war earned them the praise of such professional soldiers as Generals MacArthur, Eisenhower, Eaker, and Spaatz. These men would later lend strong support to the drive for full integration of women in the Army (Thomas, 1978:634).

The Women's Armed Services
Integration Act of 1948

Although successfully utilized during World War II, women, as in the past, were still considered as an auxiliary resource, a temporary wartime measure. Women had responded to a national crisis; but it was more or less assumed that, once the war was over, they would return to their homes and their traditional feminine roles. As the end of the war grew near, preparations began to release women from active

duty. The Army developed a plan to release its personnel on a point system based on length of service, combat decoration, overseas duty, and number of children (Thomas, 1978:640). Initially, women were so far down on the list that only a few, mainly those overseas, had been discharged. Due to strong public pressure to release more women, the Army began to discharge veterans' wives, women over thirty-eight, and all other married women in that order. Despite this action, however, 20,000 women were still on active duty in May 1946. With the WAC authorization due to expire in June, the Army was faced with a real dilemma.

Officials of the army, realizing that demobilization of the WAC could not be completed until men were found to do the job, began planning for a permanent women's corps [Thomas, 1978:641].

The Navy, finding itself in a similar situation, also made plans to use women on a permanent basis. In the meantime, those women still on active duty found themselves in a limbo status (Binkin and Bach, 1977:10).

There were also other factors which strongly supported establishment of a permanent corps. A permanent women's corps would help to alleviate growing concerns about the military's ability to meet manpower needs. The draft expired in March 1947; and the military, faced with the possibility of inadequate male enlistments, saw women as an alternate manpower resource to meet total strength levels

(Binkin and Bach, 1977:10). Moreover, full integration would accomplish other objectives:

Institutionalizing the role of women would . . . provide a trained nucleus that would facilitate expansion of the service in a national emergency; it would economize by using women in jobs--the 'feminine occupations'--for which they were better suited than men; and it would make it easier to determine, through experimentation, how best to utilize women in the military [Binkin and Bach, 1977:10].

These factors helped to persuade Congress to enact legislation; and in 1948 President Truman signed the Women's Armed Services Integration Act into law. The act gave women permanent status in the regular and reserve Army, Navy, Marine Corps, and Air Force (established as an independent service in 1947). Ironically, twelve days after the act was signed, the draft was reinstated, ". . . thus easing the services' concerns about recruiting shortfalls [Binkin and Bach, 1977:11]."

Although the Women's Armed Services Integration Act signified ". . . a major breakthrough for women, the 1948 legislation sowed the seeds of sex discrimination that were to persist for two decades [Binkin and Bach, 1977:11]." There were numerous restrictions written in the act and various service regulations. These restrictions only emphasized the fact that women were still not considered as equals when it came to military service. Some of the more important limitations are listed below (Binkin and Bach, 1977:11; Thomas, 1978:642):

1. The number of enlisted women could not exceed 2 percent of the total enlisted strength. Female line officers could not exceed 10 percent of the female enlisted strength.

2. Women had to be eighteen years old to enlist and, if under twenty-one, were required to have written parental consent. Men, on the other hand, could be seventeen to enlist and only required written consent if they were under eighteen.

3. Women officers were not allowed to hold command positions and could not hold a permanent grade above lieutenant colonel (commander in the Navy). There was one exception, however. The director of each respective women's component held the rank of colonel (or captain in the Navy), but this was only a temporary position of four years. Some retirement provisions were also different for women officers.

4. Married women were not allowed to enlist. Women who married after enlistment were not automatically discharged, but they were not encouraged to stay in the service.

5. Pregnant women or women who acquired dependent children were involuntarily discharged.

6. Recruitment standards for women, especially those regarding education and aptitude, were higher than those for men.

7. Women were denied dependent benefits unless the husband demonstrated dependency, or, if there were children, the father was dead or the mother provided chief support.

8. Numerous career fields were closed to women, even those in which they had performed successfully during the war. They were also not allowed to serve in many locations overseas.

The Period of "Benign Neglect": 1953-1966

With the exception of a brief but unsuccessful attempt to recruit additional women during the Korean War, no real effort was made to promote utilization of women in the military during the 1950s and early 1960s. In fact, the number of women steadily declined during that period. The situation was such that Major General Jeanne M. Holm (USAF, ret.), former director of Women in the Air Force, referred to the period of 1953 to 1966 as a "time of retrenchment and withdrawal . . . a period of 'benign neglect' [Holm, 1975: D-5]." By this she meant that everyone pretended things were fine just because women were integrated under the law (Holm, 1972:8). The fact that there were arbitrary strength ceilings, grade and command restrictions, closed career fields, and higher enlistment standards for women did not seem to matter. Women were not given the same career opportunities as men, and nothing

was being done to change it. Major General Holm summed up the entire situation as follows:

It would be no exaggeration to say that probably the most significant accomplishment of the women in the line of service from 1953 to 1966 was sheer survival [Holm, 1975:D-5].

Speaking before the Defense Advisory Committee on Women in the Services (DACOWITS) in 1975, Major General Holm explained that decisions concerning military women have, in the past, been primarily influenced by cultural attitudes, manpower needs, and the draft (Holm, 1975:D-5). These three factors were, no doubt, largely responsible for the apathetic attitude exhibited from 1953 to 1966.

For one thing, sex role stereotypes were still very prevalent during that period. There were female jobs, and there were male jobs. The traditional role of a woman was still that of wife and mother; marriage and family were the ultimate goals. Society did not expect women to pursue careers, lead, or manage people. Most people felt that women should be protected and placed on a pedestal. There was also a deeply rooted conviction that only men were responsible for the defense of the nation. The military was viewed as a masculine profession; engaging in combat was not a feminine task. More importantly, the public had the idea that the service was not "a proper place for a 'nice girl'" [Holm, 1975:D-5]." Contributing to this misconception

about service women were the many rumors which had been circulated during World War II about the morals of the WAC personnel. The majority of these rumors had been started by male military personnel, most of whom had never had any contact with military women (Thomas, 1978:633).

Another reason there was no attempt to enlarge the female force was the military's own attitude toward manpower needs. Historically, women were looked upon as a manpower resource only when there was a personnel shortage. Unless there was a national emergency, there was no need to recruit additional women. Women were viewed by many military officials as the ". . . resource of last resort, after civilians and substandard men [Holm, 1975:D-5]."

However, the factor which probably had the most impact on the role of women in the military was the draft. When the draft was reinstated in 1948, it eased concerns about meeting manpower needs (Binkin and Bach, 1977:11). Males were considered a cheap resource; there was no need to recruit women. If it had not been for the draft, many men would never have entered the Air Force. As long as the draft was in existence, manpower levels could be maintained without using women; and men were considered far more desirable than women.

Whenever it was suggested that more women be used the response was always: 'We can get all the able-bodied men we need.' That they might be of lower quality didn't seem to matter [Holm, 1975:D-6].

A New Direction: 1966-1980

As the 1960s progressed, things began to look up for women in the military. Certain events occurred which had a direct impact on the military's attitude and policies concerning women. First, more and more women entered the work force; society's attitude toward working women began to change. The women's movement was beginning to exert a strong influence on women, and women were growing tired of the many inequities encountered in the job market. Their growing unrest led to the inclusion of Title VII of the Civil Rights Act of 1964, thereby prohibiting job discrimination with respect to sex (Holm, 1975:D-5). Second, there was intense public criticism over the U. S. involvement in Southeast Asia and growing resentment with the large numbers of men being drafted. In 1966, under extreme pressure from the expanding role of women in the work force and the increasing manpower needs of the war, the Department of Defense (DOD) established an interservice working group to study the utilization of women in the armed forces (Binkin and Bach, 1977:12). The formation of the group marked the beginning of a new period for military women, one of ". . . reassessment, transition, and new direction [Holm, 1975:D-8]." Composed of women from the four services, the working group ". . . established directions in which women's

programs should evolve and laid the groundwork for the expansion that was to occur several years later [Binkin and Bach, 1977:12]."

One of the most important results of that group was the repeal of the strength ceilings and grade limitations which had been imposed on women for twenty years. Clearly recognizing the potential of women as a manpower resource and the need to provide them full career opportunities, President Johnson signed H.R. 5894 into law on 8 November 1967. Under the provisions of the law, women officers were now allowed to hold command positions and permanent grades up through colonel (captain in the Navy) and could be appointed as general or flag officers. The law in no way guaranteed promotion for a woman, but it did guarantee that, based on her merit and performance, she would be given the same considerations for higher rank as her male peers (Holm, 1967:9). The new law also removed differences which existed between men and women regarding retirement provisions. More importantly, however, the law removed the 2 percent ceilings on enlisted women and line officers. The services no longer had to turn away highly qualified women volunteers in order to meet strength ceilings and recruitment quotas (Holm, 1972:5). The new law had opened the door for the increased utilization of women in the armed forces.

Yet even with these changes, the number of military women did not increase dramatically. In 1970, only 1.3 percent of the active duty force was female; in the Air Force women constituted 1.7 percent (Goldman, 1973:896). The drive to expand the role of women did not really gain momentum until the decision was made to abolish the draft. When that decision was made,

. . . the United States embarked on a venture unprecedented in any nation's history: to field a military force over two million strong relying solely on volunteers [Binkin and Bach, 1977:13-14].

The services could no longer view men as a "free good"; they would have to ". . . compete for manpower in the market place [Binkin and Bach, 1977:1]." Many questioned whether the military would be able to recruit sufficient volunteers ". . . without exorbitant additional costs, and without compromising the quality of military manpower [Binkin and Bach, 1977:14]." One of the possible solutions to these problems was to expand the role of women. The DOD could no longer afford to ignore the potential of women as an alternate resource; women would be a key factor in the success of the all-volunteer force.

In 1972, the Secretary of Defense established the Central All-Volunteer Force Task Force:

. . . to prepare contingency plans for increasing the use of women to offset possible shortages of male recruits after the end of the draft [Central All-Volunteer Force Task Force, 1972:i].

About the same time Congress passed the Equal Rights Amendment (ERA), making utilization of women an even more important issue. It also ". . . interjected for the first time the element of equal opportunity into the consideration of women's participation in the armed forces [Holm, 1975:6 11]."

With the draft due to expire in June 1973, the services wasted little time in taking action to increase the number of women. Even before the task force had completed its study and without waiting for the ratification of ERA, they began plans to increase the number of women on active duty. The Air Force alone approved plans to triple the female strength within five years. This was viewed as "probably the most significant decision affecting women in the Air Force since integration took place in 1948 [AFRP 35-3, 1973:1]."¹ By making such a commitment, the Air Force hoped:

. . . to tap the nation's resources of qualified women to fill Air Force military personnel requirements,

to provide the opportunity for young women to participate in national defense, and

to provide a resource of true volunteers in support of the national commitment to the all-volunteer force [AFRP 35-3, 1973:1].

The services also began instituting numerous policy changes in hopes of attracting more women and improving retention. While some of the changes were initiated by the services themselves, many were the result of legal suits

instigated by military women charging discrimination (Binkin and Bach, 1977:14). A number of those legal challenges against military practices were brought by women in the Air Force. Some of the more important changes are summarized below (Binkin and Bach, 1977:17; Thomas, 1978:643):

1. Women were allowed to enter Reserve Officer Training Corps (ROTC) programs.
2. Policies requiring the automatic discharge of pregnant women and women with dependent children were eliminated by the services in 1970 and 1971. Also, married women were allowed to enlist.
3. As a result of a Supreme Court decision in 1973, women were granted full benefits for their dependents.
4. On 7 October 1975, Congress enacted legislation authorizing, for the first time in history, the admission of women to the three service academies.

Not only did these policy changes help to recruit more women, but they also improved the female retention rate. Prior to 1970, one of the strongest arguments against expanding the role of women had been their high attrition rate (Binkin and Bach, 1977:59). While the retention rate for female officers was similar to their male counterparts, the same could hardly be said for enlisted women. "The losses of enlisted women were nothing short of devastating, ranging from 40 to 50 percent of the strength

annually [Holm, 1975:D-5]." In its study on the utilization of women, the Central All-Volunteer Force Task Force reported that the average length of service for women was much less than that for men, especially in the Air Force and Navy (Binkin and Bach, 1977:59-60). The task force went on to say that if the Air Force and Navy wanted to sustain a force of constant size, they would have to ". . . train two women for every man to be replaced [Binkin and Bach, 1977:59]."

Of course, many of these losses were the results of the military's own policies regarding marriage and pregnancy. Therefore, when these policies were changed, the retention rate for women went up. At the same time, the attrition rate for men increased due to more liberal discharge policies and a high incidence of disciplinary problems (Binkin and Bach, 1977:60). As a result, the differences for the average duration of service for men and women have narrowed considerably.

The civil rights movement and ERA, the legal challenges of military women, and the advent of the all-volunteer force are considered the three major forces responsible for the status of military women today. As a result of these factors, the number of military women has increased substantially. When the draft ended in 1972, there were 45,000 women on active duty, constituting 1.9

percent of the active duty force (U.S. Bureau of the Census, 1979:373). Today, the number of women is approximately 150,000, more than 8 percent of the force; and the number is expected to reach 250,000 (about 12 percent) by 1985 (Dudney, 1980:30).

The increase in the number of women has not been the only effect of these three factors. There has also been a marked improvement in the range of assignments in which women can serve. While a large number still perform in traditional jobs, ". . . female volunteers on a steadily expanding scale are taking over military tasks that in the past were a male monopoly [Dudney, 1980:30]." These jobs include aircraft maintenance; repair of telephone line equipment, trucks and other heavy equipment; torpedo repair; intelligence; and communications, to name only a few. Women today guard the Titan II intercontinental missile, perform duty in signal units, participate in support teams for airborne troops, fly transport and tanker aircraft, and serve on noncombat ships (Dudney, 1980:30). The opportunity to serve in such non-traditional jobs is precisely why so many women are now entering the service. The military ". . . offers them equal pay for equal work and a crack at jobs they could not get on the outside [Beck et al, 1980: 41]." Furthermore, women receive educational opportunities and assistance not available in the civilian world. Women

view the military as a land of opportunities--opportunities for equal pay, education and training, and authority and responsibility.

The Future Role of Women

Women have, indeed, come a long way since the Women's Armed Services Integration Act of 1948; but their future role in the military remains uncertain. As the situation exists today, they have progressed as far as the law has allowed. The key issue in any further expansion of their role is the controversial and emotional issue of combat. Although many barriers have been overcome, the combat obstacle still remains. Women are still barred from those jobs ". . . in which they are likely to see combat--by law in the Navy, Air Force and Marine Corps and by policy in the Army [Beck et al, 1980:35]."¹ As a result, they cannot serve on combat aircraft or ships, in infantry and artillery specialties, and with units that would put them face to face with the enemy (Binkin and Bach, 1977:2). Such restrictions deny women job opportunities and opportunities for career advancement. As Antonia Handler Chayes testified before the House Subcommittee on Military Personnel: "Combat roles are important to upward mobility in all the Services and exclusion has a very clear impact on attainment of most high level management positions [Chayes, 1980:4]."² Therefore,

as long as the present laws and policies concerning women in combat exist, the participation of women in the military will remain as it is today.

Whether or not any action is taken to change these laws and policies largely depends on society and its willingness to break away from traditional attitudes toward women. Combat presents a controversial and emotional problem for everyone--Congress, the military establishment, and society in general.

At the one extreme, maintaining the status quo denies to women a full measure of equality and responsibility. . . At the other extreme, removing all legislative and policy constraints based on sex (including those against using women in combat) runs counter to long-standing cultural mores and has uncertain implications for military effectiveness [Binkin and Bach, 1977:2-3].

Until recently the combat issue has escaped the limelight; but it cannot be avoided much longer. Early in 1980 President Carter forwarded separate proposals to Congress to speed up the mobilization process in the event of a national emergency. One proposal requested money to revitalize the Selective Service System to register men; the other asked for authority to register women (Beck et al., 1980:34). Congress appropriated the money to register men, but avoided making a decision on the registration of women. While many members of Congress do feel that women have a place in the military, they apparently still draw the line when it comes to combat and drafting women.

The possibility of registering women has set off a nationwide debate, created a dilemma for feminists, and raised questions about the role of women in American society (Beck et al., 1980:34). There are many who contend that women cannot be drafted unless the ERA has been ratified; others feel that the whole issue would never have been raised if it had not been for the women's movement. Meanwhile, as men began to register in July of 1980, many young women protested that they should also have the right and the obligation to defend their country.

For many military officials, however, the entire debate over registration and combat is purely academic (Dudney, 1980:30). Because women are now so thoroughly integrated into the armed forces, these officials feel certain that they will be exposed to some form of combat. The United States has more women in the military than any other nation, and it is so dependent on them that it would be hard-pressed to go into a war without them (Dudney, 1980: 30). With or without the draft, women play a vital role in America's armed forces. How much that role is expanded

. . . will ultimately depend on the extent to which national institutions--social, political, judicial, and military--are willing to break with their past--a past reflecting a persistent pattern of male dominance [Binkin and Bach, 1977:39].

CHAPTER III

METHODOLOGY

The Quality of Air Force Life Survey

Background

In March 1975, the Air Force Chief of Staff established a temporary organization, the Air Force Management Improvement Group (AFMIG), to study various aspects of Air Force life. The group was directed

. . . to make a good service better: by examining the organization and management of the Air Force as they relate to or impact on the human resource; and by developing initiatives which enhance both the quality of leadership in the Air Force and the well-being of Air Force people [Ellis, 1975].

To accomplish this objective, the group developed a survey instrument designed to gather data on the attitudes of Air Force personnel regarding general and specific aspects of Air Force life. The general framework of the instrument, known as the Quality of Air Force Life (QO AFL) survey, consisted of questions relating to nine factors referred to as the Quality of Air Force Life Indicators (QO AFLIs). Each QO AFLI was measured according to two dimensions: importance and degree of satisfaction. Following each QO AFLI were more detailed questions relating to that particular indicator. The nine QO AFLIs are defined below:

Economic Standard: Satisfaction of basic human needs such as food, shelter, clothing; the ability to maintain an acceptable standard of living.

Economic Security: Guaranteed employment; retirement benefits; insurance; protection for self and family.

Free Time: Amount, use, and scheduling of free time alone, or in voluntary association with others; variety of activities engaged in.

Work: Doing work that is personally meaningful and important; pride in my work; job satisfaction; recognition for my efforts and my accomplishments on the job.

Leadership/Supervision: My supervisor has my interests and that of the Air Force at heart; keeps me informed; approachable and helpful rather than critical; good knowledge of the job.

Equity: Equal opportunity in the Air Force; a fair chance at promotion; an even break in my job/assignment selections.

Personal Growth: To be able to develop individual capacities; education/training; making full use of my abilities; the chance to further my potential.

Personal Standing: To be treated with respect; prestige; dignity; reputation; status.

Health: Physical and mental well-being of self and dependents; having illnesses and ailments detected, diagnosed,

treated and cured; quality and quantity of health care and services provided.

QOAFL 3

The survey used in this research was the third version of the QOAFL survey. (The first and second surveys were administered in 1975 and 1977.) The entire text of QOAFL 3 is reproduced in Appendix A. Although the survey has the same basic structure and contains many of the same questions as the two previous surveys, several new questions have been added which pertain to career intent and factors which have an impact on retention. Specifically, a series of questions have been included which allow examination of Vroom's "Expectancy Theory" model of career choice (McNichols, Manley, and Stahl, 1980:4). These questions were originally part of a survey instrument developed by Mosbach and Scanlan (1979) for their research effort on the career selection process.

The survey consists of 144 questions. The first nineteen questions provide information on demographic variables. The remainder of the survey covers general and specific areas which are related to the quality of Air Force life. Among these are questions on the QOAFL indicators. However, respondents were only asked for their degree of satisfaction in relation to each indicator. The question on

the importance of each QOAFII was deleted from this survey study because, in the 1975 and 1977 studies, respondents considered all nine indicators important.

Survey Sample

The survey was administered in February 1980 to a random sample of Air Force personnel within the grades E1 to O6. There were 10,478 surveys distributed and 5,425 were returned. Of these, only 5,365 were usable in the analysis.

To insure a large enough sample of individuals in each grade, some grades were oversampled. As a result, the distribution of responses for each grade does not reflect the distribution of people by grade in the Air Force. To correct this, it is necessary to weight the responses by grade. The weighting procedure allows each case to be considered more or less heavily than the other cases. For this study, the weight variable was the ratio of individuals in the Air Force to those in the sample for each grade. The weight variable determines how heavily a particular case will be considered in any statistical procedure. The weights used in this study are listed in Appendix B.

There was no special attempt to insure adequate representation of female personnel in the sample. However, there was a large enough sample of women to perform the analysis.

Study Sample

The study sample is composed of all female/male non-rated line officer and female/male enlisted personnel. (The only officers included in the study were non-rated, line officers. For the remainder of the discussion, therefore, the term "officer" will be used to refer to this group.) The analysis was performed on three groups within the population: the overall population, personnel with less than four years service, and personnel with four to ten years of service. The cases used in the analysis were extracted from the total population by using the criteria of sex, grade, years of service, aeronautical rating, and Air Force Specialty Code (AFSC). The overall population is composed of the following:

Female Officers	101
Male Officers	973
Female Enlisted	215
Male Enlisted	<u>2798</u>
	4087

Individuals with less than four years service (first term personnel) were extracted from the population using both years service and grade as criteria variables. Grade was used in order to eliminate responses from those personnel who claimed to have a rank which was impossible to attain within four years service. Thus, this group is composed of

officer personnel with a grade of captain or below and enlisted personnel with a grade of staff sergeant or below.

The group is composed of the following:

Female Officers	79
Male Officers	239
Female Enlisted	152
Male Enlisted	<u>594</u>
	1064

The third group includes those personnel with four to ten years of service. Again grade, as well as years service, were used to split the population. Included in this group are officers who are majors or below and enlisted personnel within the grades of Senior Airman through Master Sergeant. This group consists of the following:

Female Officers	17
Male Officers	178
Female Enlisted	50
Male Enlisted	<u>399</u>
	644

Groupings for Analysis

The career intent analysis was performed on female and male officer and enlisted personnel in the following three groups:

Group 1--Total population.

Group 2--Personnel with less than four years service
(first term personnel).

Group 3--Personnel with four to ten years of service.

The job satisfaction analysis was performed only on female and male officer and enlisted personnel in Group 1.

Analysis Techniques

The analysis was performed using regression analysis, the Automatic Interaction Detection (AID) algorithm, and selected software routines from the Statistical Package of the Social Sciences (SPSS) (Nie, et. al., 1975). With the exception of AID, the statistical procedures used were common methods of analysis. Therefore, a detailed explanation of these procedures is not provided.

SPSS Routines

Prior to any multivariate analysis of the data, the FREQUENCIES routine from SPSS was used to get a general idea of the composition of the population with respect to such demographic variables as grade, years service, sex, marital status, AFSC, and aeronautical rating. The routine was also used to obtain the distribution of responses to the career intent question (question 11) for the different groups used in the analysis.

The Pearson Corr routine was used to perform a correlation analysis on selected variables identified in both the AID and regression runs for career intent and job satisfaction. Correlation analysis was performed to see how highly associated the variables were with career intent and job satisfaction.

Regression Analysis

Stepwise regression was used to perform the regression analysis, using career intent and job satisfaction as criterion variables. Regression was used not necessarily to predict career intent and job satisfaction but to identify the variables which are highly associated with career intent and job satisfaction, their relative importance as predictor variables, and the proportion of the variance explained by those variables.

Certain statistical criteria were used to determine which variables were to be included in the regression equation. The maximum number of variables that could be entered was six, and an F value of 2.05 was used as the minimum for a variable to enter or be removed from the equation. This value of F was selected because it allowed for examination of more variables in the equation. This was particularly important when the regression was performed using only female

responses. Some groups were so small that, with a more restrictive F value, only one variable may have entered the equation.

Automatic Interaction Detection (AID) Algorithm

The AID algorithm was developed by John A. Sonquist and James N. Morgan (1964) to examine the relationship between an interval scaled criterion variable and a set of nominal, ordinal, or interval scaled predictor variables. The algorithm employs an Analysis of Variance (ANOVA) technique to perform a succession of two-way splits of the population so as to minimize the within-group variability.

The program divides the sample, through a series of binary splits, into a mutually exclusive series of subgroups. They are chosen so that at each step in the procedure, their means account for more of the total sum of squares (reduce the predictive error) than the means of any other equal member of subgroups [Sonquist and Morgan, 1964:4].

The process continues using each resulting subgroup as a potential candidate for further splitting over each predictor variable, including those variables used in previous splits.

The examination of a predictor variable involves consideration of all the ways two groups of observations, each with a common set of values for that predictor variable, can be formed. For every possible partitioning, a criterion mean and variance can be calculated for the resulting two new groups. The best partitioning will be the one which yields the lowest total within-group variability. Thus, in general, the split actually chosen on a given iteration represents the best split in terms of all possible splits for each predictor variable, across all available predictor variables, and after selecting the best group to be split [McNichols, 1979:8-5].

The process continues until one of stopping criteria is satisfied. The stopping parameters are the maximum number of final groups, the minimum number of observations in a group to be split, a minimum value that the percentage of the original total sum of squares that must be contained in a group must exceed if that group is to be a candidate for further splitting, and the minimum value by which the best split of a candidate group must reduce the original unexplained sum of squares (Gooch, 1972:309).

One of the unique aspects of the AID program is its output of a treelike structure. This output provides a visual display of the splitting process, the relationship of the various subgroups, and the predictor variables used in the splitting process. The output also provides the means, the R^2 values, and standard deviations for each group.

The advantage of AID is its ability to handle a large amount of data and a large set of predictor variables. However, the results are generally more meaningful if a large amount of data is used. In this study, there are some very small groups (only seventeen observations in one), and as a result, only a few splits were obtained in the analysis. Sonquist recommends that groups of twenty-five not be split (Sonquist and Morgan, 1964:119). Therefore, the results for some of the female groups are probably not as meaningful as the results for the other groups. However, the AID program

does give an indication of some of the variables that influence career intent and job satisfaction; and these variables were the ones used in the regression analysis.

Variable Transformations

The responses to all questions were transformed from alphabetic responses to numerical responses. The transformations were of the form A=1, B=2, C=3, etc. Missing values were assigned a value of zero. The order of responses for questions 44 and 47 were reversed so that the responses ranged from low satisfaction to high satisfaction. This was necessary in order to compute the Hoppock Job Satisfaction index, which is the sum of the responses of questions 44 through 47. The term "Hopp" is used to refer to the Hoppock job satisfaction measure.

Selection of Variables

The variables used in the career intent AID analysis included all QOAFL Indicators, variables found to be highly associated with career intent in past research efforts, and variables identified in some test AID runs performed on various subgroups of the population. All the variables used in the analysis were ordinal variables.

With the exception of the Work QOAFLI, these same variables were used in the job satisfaction AID analysis. The Work QOAFLI measures the degree of satisfaction with

work in respect to the following: doing work that is personally meaningful and important, pride in one's work, job satisfaction, and accomplishments on the job. Although it measures something more specific than job satisfaction, it does have a high correlation with job satisfaction. Therefore, it was deleted from the analysis because it would probably add little information on job satisfaction and might prevent other potential variables from entering the model.

The variables used in the regression analysis were all the predictor variables identified in the first six splits of any of the AID runs for each group. The same set of variables was used in the regression analysis for every group.

CHAPTER IV

CAREER INTENT ANALYSIS RESULTS

Introduction

This chapter presents the results of the career intent analysis for female and male officer and enlisted personnel. The AID analysis results are discussed in the first part of the chapter, and the regression results are discussed in the latter part. The variables used in the AID and regression analyses are listed in Tables 34 and 35, Appendix C. Career intent, the criterion variable, was determined from Question 11 of the QOAFL 3 survey:

11. Which one of the following best describes your attitude toward making the Air Force a career?
 - (1) Definitely intend to make the Air Force a career.
 - (2) Most likely will make the Air Force a career.
 - (3) Undecided.
 - (4) Most likely will not make the Air Force a career.
 - (5) Definitely do not intend to make the Air Force a career.

Each response was scored according to the numbers shown above. A low score indicates a more positive intention of making the Air Force a career; a high score indicates a more negative career intention.

Tables 1-3 show the average career intent response and the percent distribution of responses to the career intent question for female and male officer and enlisted personnel.

Table 1 shows the distribution of responses for all personnel. As indicated in the table, 76.3 percent of all male officers have expressed positive intentions of making the Air Force a career, that is, a response of 1 or 2. Only 51 percent of the female officers, however, have positive intentions; and twice the percentage of women as men are undecided about an Air Force career. One possible explanation for these differences may be the fact that the majority of women officers are concentrated in the lower grades and are still undecided about a career. In this survey, 57 percent of the male officers have more than ten years of service, compared to only 5 percent of the female officers. It is only logical, therefore, that they should have more positive career intentions.

There is a considerable difference between female enlisted personnel and the other three groups analyzed. Only 19.5 percent have indicated positive career intent,

TABLE 1
FREQUENCY DISTRIBUTION OF RESPONSES TO
QUESTION 11 (CAREER INTENT) FOR
ALL PERSONNEL

Response	Female Officers	Male Officers	Female Enlisted	Male Enlisted
1	22.1%	52.7%	4.1%	31.7%
2	28.9%	23.6%	15.4%	17.6%
3	30.2%	14.4%	24.6%	23.1%
4	9.6%	5.7%	26.4%	13.4%
5	9.2%	3.7%	29.5%	14.2%
Ave	2.550	1.841	3.617	2.608

NOTE: Missing values excluded.

Question 11: Which one of the following best describes your attitude toward making the Air Force a career?

- 1 = Definitely intend to make the Air Force a career
- 2 = Most likely will make the Air Force a career
- 3 = Undecided
- 4 = Most likely will not make the Air Force a career
- 5 = Definitely do not intend to make the Air Force a career

with an average score of 3.617. With the thrust of expansion of women concentrated in the enlisted grades, this is a rather discouraging result. While there are a large number of women entering the Air Force, it appears there may be a serious problem in retaining them.

Table 2 presents the distribution of responses for all first term personnel. The distributions for female and male officers are similar, with 42.2 percent of the females and 41 percent of the males indicating positive career intentions. Women officers have a slightly lower career intent average (or more positive career intent). On the other hand, both female and male enlisted personnel exhibit more negative career intent. Only 13.9 percent of the female enlisted and 12.7 percent of the male enlisted have positive career intentions.

Results for personnel with four to ten years service are shown in Table 3. Sixty-three percent of the female officers and 70.4 percent of the male officers have positive career intentions, while 50.2 percent of the male enlisted and 31.4 percent of the female enlisted have positive intentions of making the Air Force a career.

In all three groups, female enlisted personnel express a more negative attitude toward making the Air Force a career than any other group. This finding should be of great concern for Air Force decision-makers.

TABLE 2
FREQUENCY DISTRIBUTION OF RESPONSES TO
QUESTION 11 (CAREER INTENT) FOR
FIRST TERM PERSONNEL

Response	Female Officers	Male Officers	Female Enlisted	Male Enlisted
1	17.3%	10.4%	2.1%	2.3%
2	24.9%	30.6%	11.8%	10.4%
3	40.3%	35.8%	28.3%	39.2%
4	13.3%	14.8%	25.3%	23.7%
5	4.2%	8.5%	32.5%	24.3%
Ave	2.623	2.804	3.742	3.572

Question 11: Which one of the following best describes your attitude toward making the Air Force a career?

1 = Definitely intend to make the Air Force a career

2 = Most likely will make the Air Force a career

3 = Undecided

4 = Most likely will not make the Air Force a career

5 = Definitely do not intend to make the Air Force a career

TABLE 3

FREQUENCY DISTRIBUTION OF RESPONSES TO QUESTION 11
 (CAREER INTENT) FOR PERSONNEL WITH FOUR
 TO TEN YEARS SERVICE

Response	Female Officers	Male Officers	Female Enlisted	Male Enlisted
1	21.7%	30.2%	5.0%	18.8%
2	41.3%	40.2%	26.4%	31.4%
3	12.4%	18.4%	14.3%	22.2%
4	2.9%	7.2%	31.7%	12.4%
5	21.7%	4.0%	22.6%	15.2%
Ave	2.616	2.144	3.404	2.737

Question 11: Which one of the following best describes your attitude toward making the Air Force a career?

1 = Definitely intend to make the Air Force a career

2 = Most likely will make the Air Force a career

3 = Undecided

4 = Most likely will not make the Air Force a career

5 = Definitely do not intend to make the Air Force a career

AID Analysis Results

The results of the AID runs for all female and male officer and enlisted personnel in the three groups studied are presented in Figures 1-12. Each box of the AID tree represents a subgroup of the population being studied.

Shown in each box is a brief identifier of the predictor variable used in the split, the average career intent score for the subgroups, the unweighted number of persons in each subgroup, the cumulative R^2 value, and the subgroup number (lower right hand corner). The responses given by the subgroup for the predictor variable are located in the parentheses directly below the predictor identifier. The response codes are defined as follows: 1=A, 2=B, 3=C, etc. Zero indicates a missing response.

In examining an AID tree, as Thompson pointed out in his research effort,

. . . subgroups cannot be taken individually but must be looked at in terms of the 'branch' on which they occur. Each split on the AID tree is the result not only of the previous subgroup but of all preceding splits [Thompson, 1975:53].

In Figure 1, for example, subgroup 8 is defined by the branch containing subgroups 3 and 6. These are individuals who have high job satisfaction, are relatively dissatisfied with their superior relationships, and have spouses or immediate families with an unfavorable attitude toward an

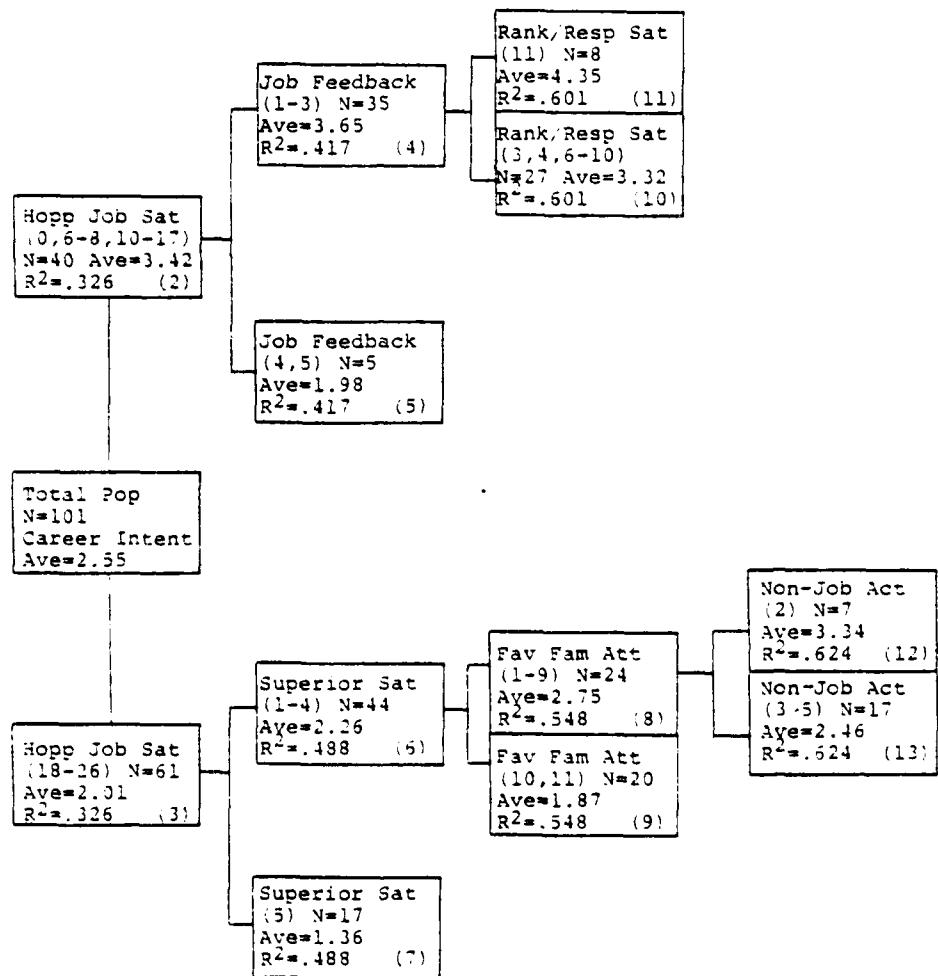


Fig. 1. Career Intent AID Tree All Female Officer Personnel

Air Force career. This subgroup has a more negative career intent than subgroup 9.

AID Analysis Results for All Personnel

Female Officer AID Analysis

Figure 1, page 61, presents the AID tree for all female officer personnel. The first split uses the Hoppock job satisfaction measure and explains 32.6 percent of the variation in career intent in female officers. Subgroup 11 has the most negative career intent (high average score) and contains individuals who have low job satisfaction, are not given feedback on their job performance, and think that they must attain positions of increased rank/responsibility to remain in the organization. This last variable is rather interesting and may indicate that some women officers do not want to assume positions of increased rank/responsibility. Subgroup 12 also presents an interesting situation because individuals in this group do not feel that the Air Force requires participation in too many activities not related to the job. However, they have a more negative career intent than those who do. This does not seem logical to the writer, and perhaps, it is a result peculiar only to this particular survey sample group.

Other variables which seem to influence career intent are dissatisfaction with superiors and unfavorable family attitude toward an Air Force career.

Male Officer AID Analysis

The AID tree for all male officer personnel is shown in Figure 2. The variable used in the first split for male officers is attitude of spouse or immediate family toward an Air Force career. This variable explains 10 percent of the variance in career intent for male officers.

Subgroup 9 contains those individuals with the most negative career intent. These individuals have spouses or families with an unfavorable attitude toward the Air Force and think they can get more of an even break in civilian life.

Subgroup 11 has the most positive career intent. Male officers in this group can be characterized by the following:

1. Have spouses or immediate family with a favorable attitude toward an Air Force career.
2. Associate an Air Force career with interesting and challenging jobs.
3. Are satisfied with their personal growth.
4. Associate an Air Force career with retirement benefits.

Female Enlisted AID Analysis

Figure 3 presents the AID tree for all female enlisted personnel. Individuals in subgroup 12 have the

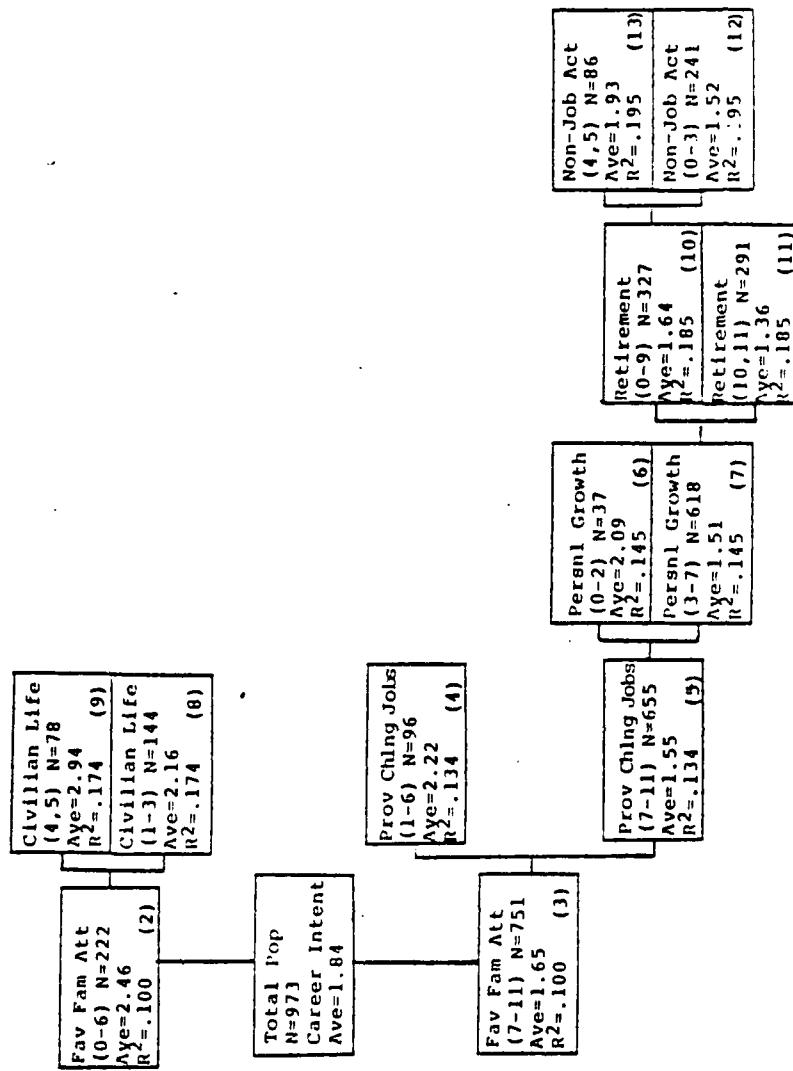


Fig. 2. Career Intent AID Tree (All Male Officer Personnel)

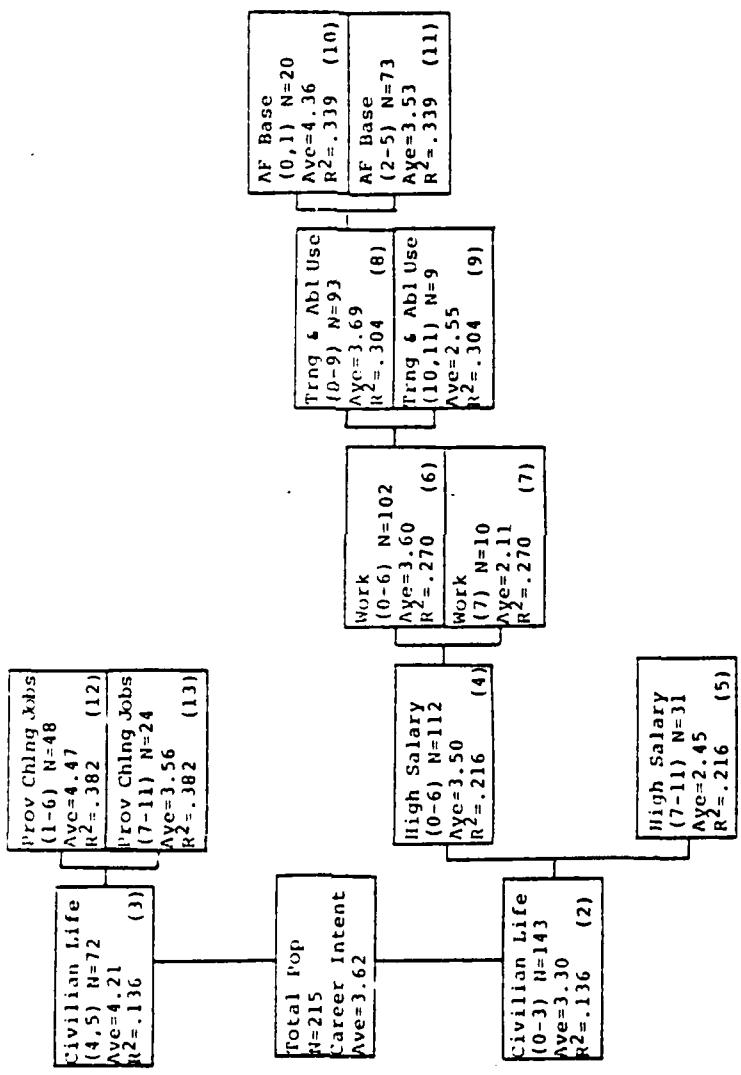


Fig. 3. Career Intent AID Tree (All Female Enlisted Personnel)

most negative career intent. They believe that they can get more of an even break in civilian life and do not associate an Air Force career with interesting and challenging jobs.

Enlisted women with the most positive career intent, subgroup 7, do not believe they can get more of an even break in civilian life, do not associate an Air Force career with a high salary, but do have high work satisfaction.

Male Enlisted AID Analysis

The AID tree for male enlisted personnel is shown in Figure 4. Discipline is the predictor variable used in the first split, and it accounts for 11.6 percent of the variation in career intent. Favorable family attitude is used in both the third and fourth splits. Satisfaction with the quality of Air Force leadership, the importance of attaining positions of increased rank/responsibility, and job challenge also influence career intent. All the factors used explain 24.9 percent of the variance.

Subgroup 5 contains those individuals with the most negative career intent. Enlisted men in this group think that discipline in the Air Force is about right or too strict and that the quality of leadership is below average or poor. On the other hand, enlisted men with the most positive career intent, subgroup 13, can be described by the following:

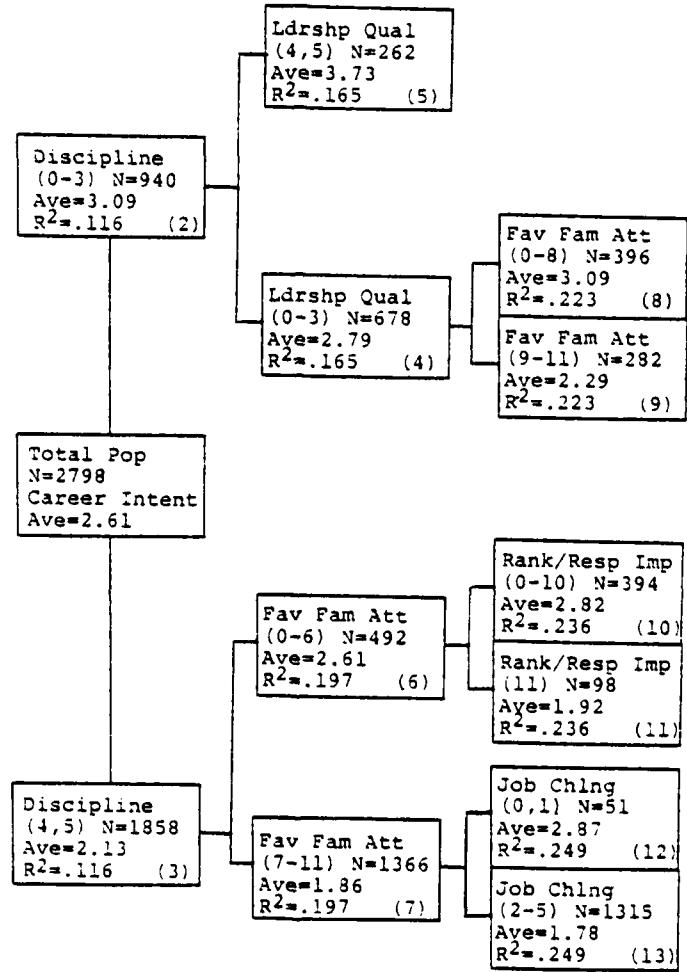


Fig. 4. Career Intent AID Tree
(All Male Enlisted Personnel)

1. Think discipline in the Air Force is somewhat or too lenient.

2. Have spouses or immediate families with a favorable attitude toward the Air Force.

3. Think their present jobs are challenging.

(Responses ranged from somewhat to very challenging.)

AID Summary

Table 4 summarizes the results of the AID analysis for each group. It also includes the cumulative R^2 . The predictor variables, for the most part, are very different for each group. None of the variables used in the first split are the same. The most significant factor for female officers is job satisfaction. Interestingly, this variable does not appear in any of the other AID runs. However, work (question 37), which is highly related to job satisfaction, does appear in the third AID split for female enlisted personnel. The most important influence in the career decision for male officers is the attitude of the spouse or immediate family toward an Air Force career (question 77). This variable is also a strong predictor for male enlisted personnel, having appeared twice in the AID run. Favorable family attitude is also a factor for female officers but does not appear until the fourth split. For female enlisted personnel, getting more of an even break in civilian life

TABLE 4
CAREER INTENT AID VARIABLES
(ALL PERSONNEL)

Question Number	Female Officers (N=101)	Male Officers (N=973)	Female Enlisted (N=215)	Male Enlisted (N=2798)
35			X	
37			X	
48				X
51	X	X		
69				X
70			X	
72		X	X	
74		X		
75			X	
77	X	X*		X
78	X			
90	X			
92				X
93				X *
96	X			
100		X	X*	
104		X		
Hopp	X*			
Cum. R ²	.624	.195	.339	.249

NOTE: "X" indicates which variable was in each AID tree.
* indicates variable was used in first split.

Ques. No.	Subject	Ques. No.	Subject
35	AF Base	77	Fav Fam Att
37	Work Sat	78	Rank/Resp
48	Jb Chlng	90	Sup Sat
51	Non-job Act	92	Ldrshp Qual
69	Rank/Resp Imp	93	Disc
70	High Sal	96	Jb Fdbk
72	Prv Jb Chlng	100	Civ Life
74	Ret Bnft	104	Prsnl Grwth
75	Trng & Abl Use	Hopp	Job Sat

(question 100) and earning a high salary (question 70) seem to be the most important influences in the career decision.

All the AID trees have an asymmetric structure after the first split, that is, the same variables are not used to split high and low career intent groups.

The cumulative R^2 for female officers is .625 and is .339 for female enlisted personnel. It is only .195 for male officers and .249 for male enlisted personnel which indicates that there are many other considerations involved in the career decision for men. Over 50 percent of the male population have more than ten years of service. For these individuals grade and years of service would probably be strong predictors of career intent.

AID Analysis Results for First Term Personnel

Female Officer AID Analysis

Figure 5 shows the results of the AID analysis for first term female officer personnel. The group with the most negative career intent (highest mean career intent score) is subgroup 9. Individuals in this group are characterized by low job satisfaction and strongly agree that the Air Force requires participation in too many non-job activities. Subgroup 12 also is a group with a career intent average (3.39) higher than that for the total population (2.62). This group is defined by the branch

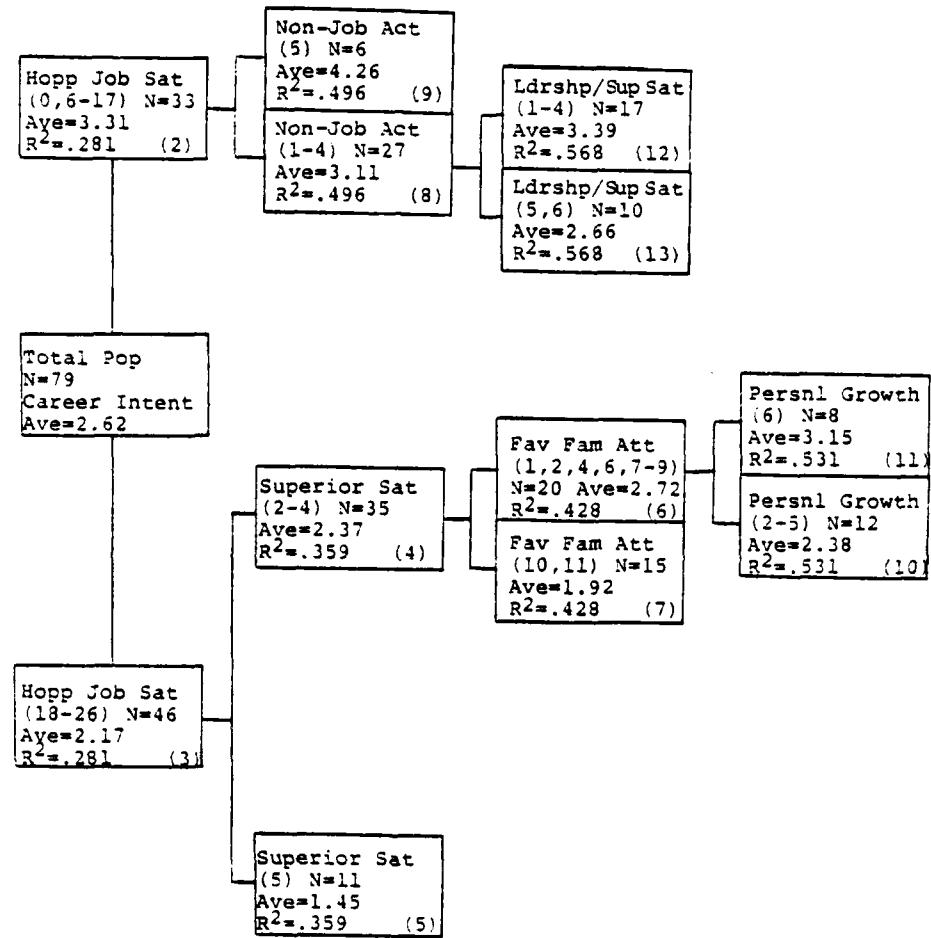


Fig. 5. Career Intent AID Tree (First Term Female Officer Personnel)

containing subgroups 2 and 8. Female officers in this group have relatively low job satisfaction, do not strongly agree that the Air Force requires participation in too many non-job activities, and are dissatisfied with leadership/supervision.

Subgroup 5 has the most positive career intent and contain those individuals who have high job satisfaction (subgroup 3), and are highly satisfied with their relationship with superiors.

Male Officers AID Analysis

Figure 6 shows the AID tree for first term male officers. Attitude of spouse or immediate family is the variable used in the first split and explains 21.6 percent of the variance. Subgroup 8 has the most negative career intent (highest mean career intent score) and is defined by the branch of the AID tree containing subgroups 2 and 4. Male officers in group 8 have spouses or immediate families with unfavorable attitudes toward an Air Force career, are not satisfied with equity aspects of their lives, and do not associate an Air Force career with interesting and challenging jobs.

Subgroups 10 and 12 also have a career intent average higher than that for the total population. These groups can be described as follows:

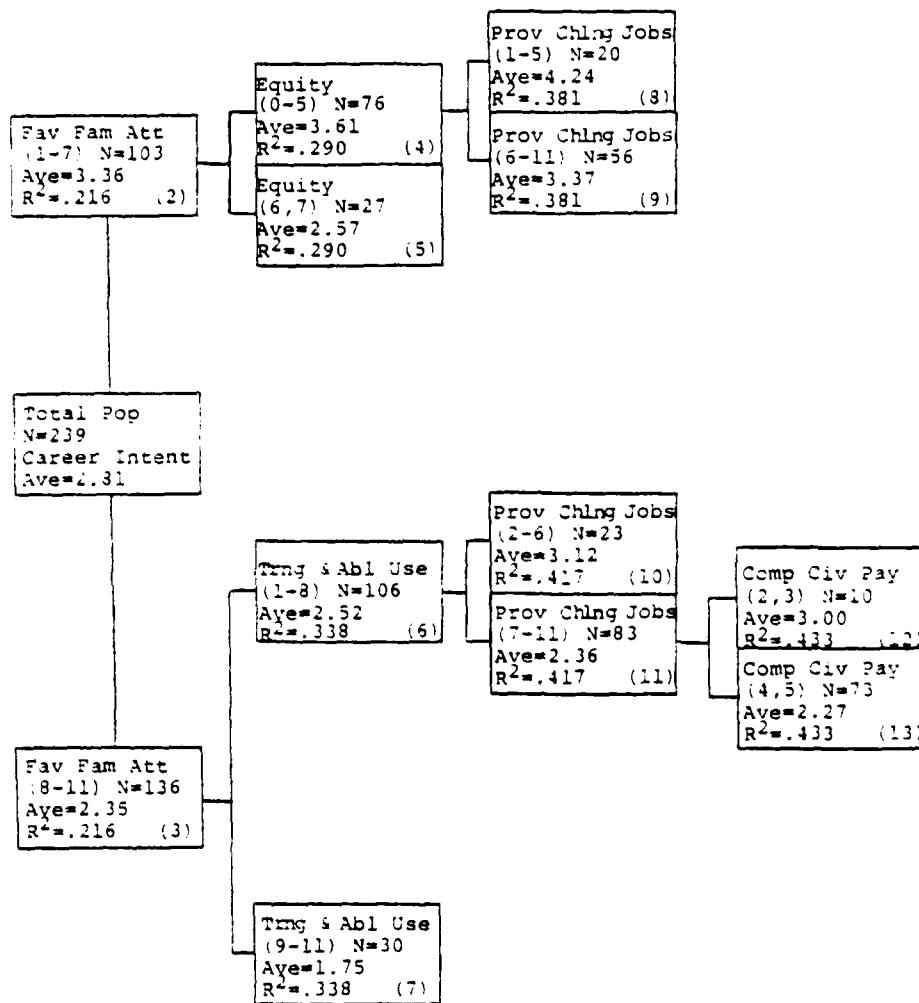


Fig. 6. Career Intent AID Tree (First Term Male Officer Personnel)

Subgroup 10: Have spouses or families with favorable attitudes, do not feel the Air Force will make use of their training and abilities, and do not associate an Air Force career with interesting and challenging jobs.

Subgroup 12: Have spouses or families with favorable attitudes, do not feel the Air Force will make effective use of their training and abilities, associate an Air Force career with challenging and interesting jobs, and think their military pay is about equal to or somewhat higher than civilian pay.

Individuals in subgroup 7 have the most positive career intent and are individuals who have spouses or immediate families with a favorable attitude toward an Air Force career and think the Air Force will make effective use of their training and abilities.

Female Enlisted AID Analysis

The AID tree for first term female enlisted personnel is shown in Figure 7. Subgroup 8 has the most negative career intent. Individuals in this group believe that they can get more of an even break in civilian life and do not associate an Air Force career with a high salary.

Subgroup 11 has the most positive career intent and is defined by the branch containing subgroups 2 and 5. These are enlisted women who do not think they can get more

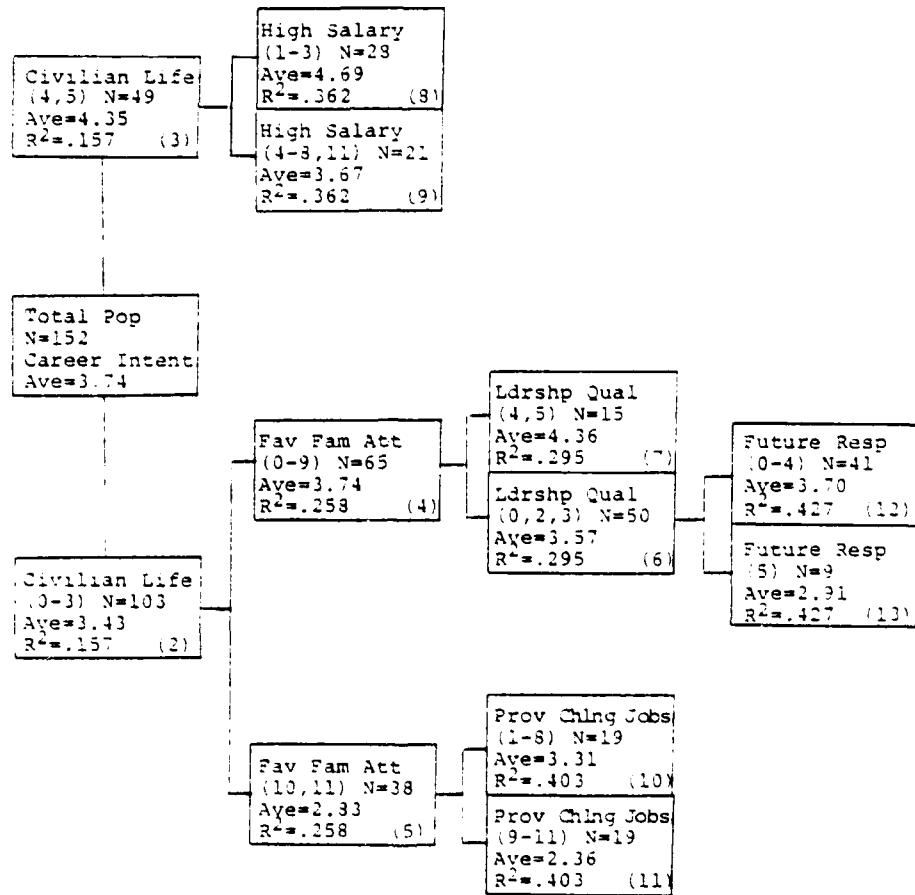


Fig. 7. Career Intent AID Tree (First Term Female Enlisted Personnel)

of an even break in civilian life, have spouses or immediate families with a favorable attitude toward an Air Force career, and associate an Air Force career with interesting and challenging jobs.

Male Enlisted AID Analysis

The AID tree for first term male enlisted personnel is shown in Figure 8. The variable used in the first split is the desirability of living on an Air Force base and accounts for 13 percent of the variation for first term personnel. Subgroup 10 has the most negative career intent and contains those individuals who strongly dislike living on an Air Force base and do not think the Air Force will make effective use of their training and abilities.

Individuals in subgroup 13 have the most positive career intent. These individuals can be described as ones who generally feel that an Air Force base is a desirable place to live, have spouses or immediate families with a favorable attitude toward an Air Force career, and associate an Air Force career with interesting and challenging jobs.

AID Summary

A summary of the AID results for first term personnel is shown in Table 5. The table lists all the variables which appeared in the AID runs.

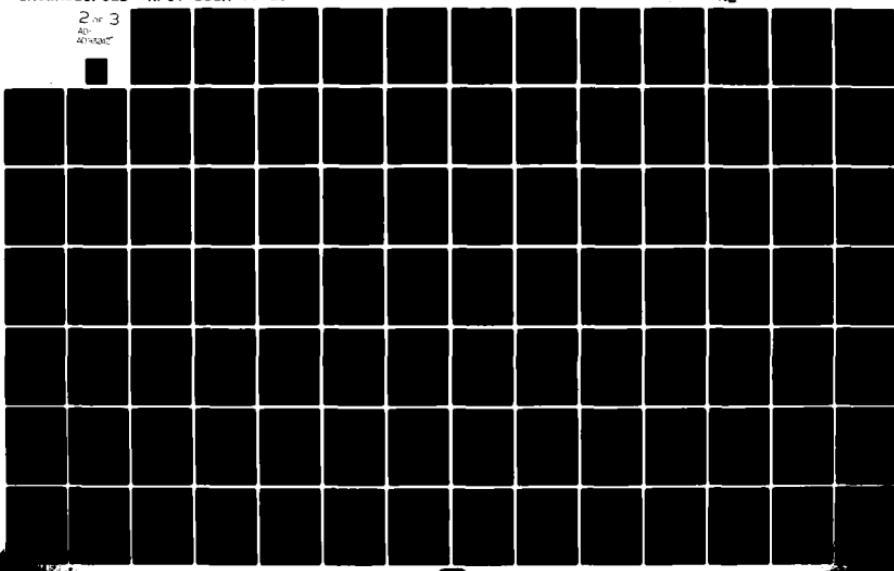
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AIR FORCE INST OF TECH WRIGHT-PATTERSON AFB OH SCHOOL--ETC F/G 5/9
CAREER INTENT OF WOMEN VIS A VIS MEN IN THE UNITED STATES AIR F--ETC(U)
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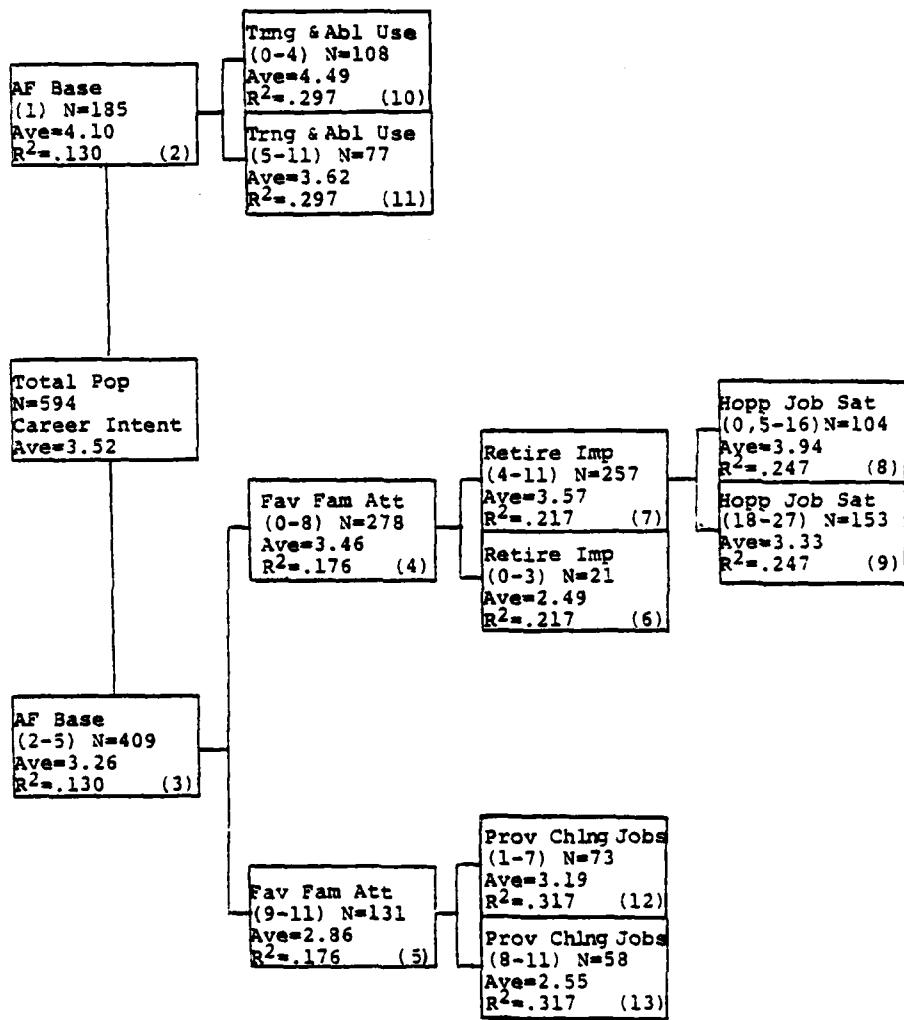


Fig. 8. Career Intent AID Tree (First Term Male Enlisted Personnel)

TABLE 5
CAREER INTENT AID VARIABLES
(FIRST TERM PERSONNEL)

Question Number	Female Officers (N=79)	Male Officers (N=239)	Female Enlisted (N=152)	Male Enlisted (N=594)
33		X		
35				X *
49			X	
51	X			
65				X
70			X	
72		X	X	X
75		X		X
77	X	X *	X	X
89	X			
90	X			
92			X	
99		X		
100			X *	
104	X			
Hopp	X *			X
Cum. R ²	.568	.433	.427	.317

NOTE: "X" indicates which variable was in each AID tree.

* indicates variable was used in first split.

Ques. No.	Subject	Ques. No.	Subject
33	Comp Civ Pay	77	Fav Fam Att
35	AF Base	89	Lrdshp/Supv
49	Futr Resp	90	Sup Sat
51	Non-job Act	92	Ldrshp Qual
65	Ret Imp	99	Eqty Sat
70	High Sal	100	Civ Life
72	Prv Jb Chlng	104	Prsnl Grwth
		Hopp	Job Sat

As the table indicates, attitude of spouse or immediate family toward an Air Force career (question 77) is a significant factor for all four groups. If an individual's family does not have a favorable opinion of an Air Force career, he/she is more inclined to leave the service.

A common predictor of career intent for male officers, enlisted men, and enlisted women is the association of an Air Force career with interesting and challenging jobs (question 72). Male enlisted personnel also seem to be strongly influenced by the desirability of living on an Air Force base (question 35). Job satisfaction is the most important influence for female officers.

AID Analysis Results for Personnel
with Four to Ten Years Service

Female Officer AID Analysis

The AID tree for female officer personnel with four to ten years service is shown in Figure 9. There are only seventeen cases in this particular study group, and only two variables are used to split the groups. Female officers who seldom or never receive job recognition have more negative career intent than those who do. Of the officers who do get job recognition, those who have spouses or families with an unfavorable attitude have a slightly less positive career intent than those with favorable family attitudes.

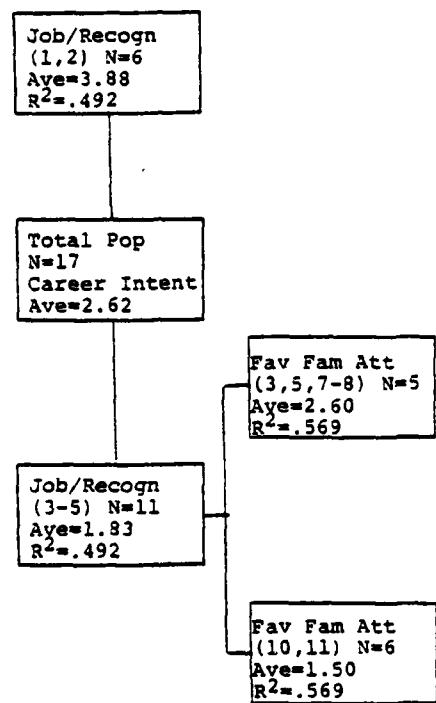


Fig. 9. Career Intent AID Tree (Female Officer Personnel with Four to Ten Years Service)

Male Officer AID Analysis

The AID tree for male officers with four to ten years of service is shown in Figure 10. The group with the most negative career intent is subgroup 7. Individuals in this group do not associate an Air Force career with interesting and challenging jobs, think the Air Force requires participation in too many non-job activities, and think they can get more of a break in civilian life. Individuals in subgroup 8 also have a relatively negative career intent. This group contains male officers who do not associate an Air Force career with interesting and challenging jobs, do not think the Air Force requires participation in too many non-job activities, and have spouses or families who have an unfavorable attitude toward an Air Force career.

Subgroup 12 has the most positive career intent and is defined by the branch containing subgroups 2, 4, and 9. Individuals in this group are ones who do not associate an Air Force career with interesting and challenging jobs, do not think the Air Force requires participation in too many non-job activities, have spouses or immediate families with a favorable attitude, but do not think their job is preparing them for future responsibility. This last characteristic is rather interesting because one would expect individuals with a more positive career intent to think just the opposite.

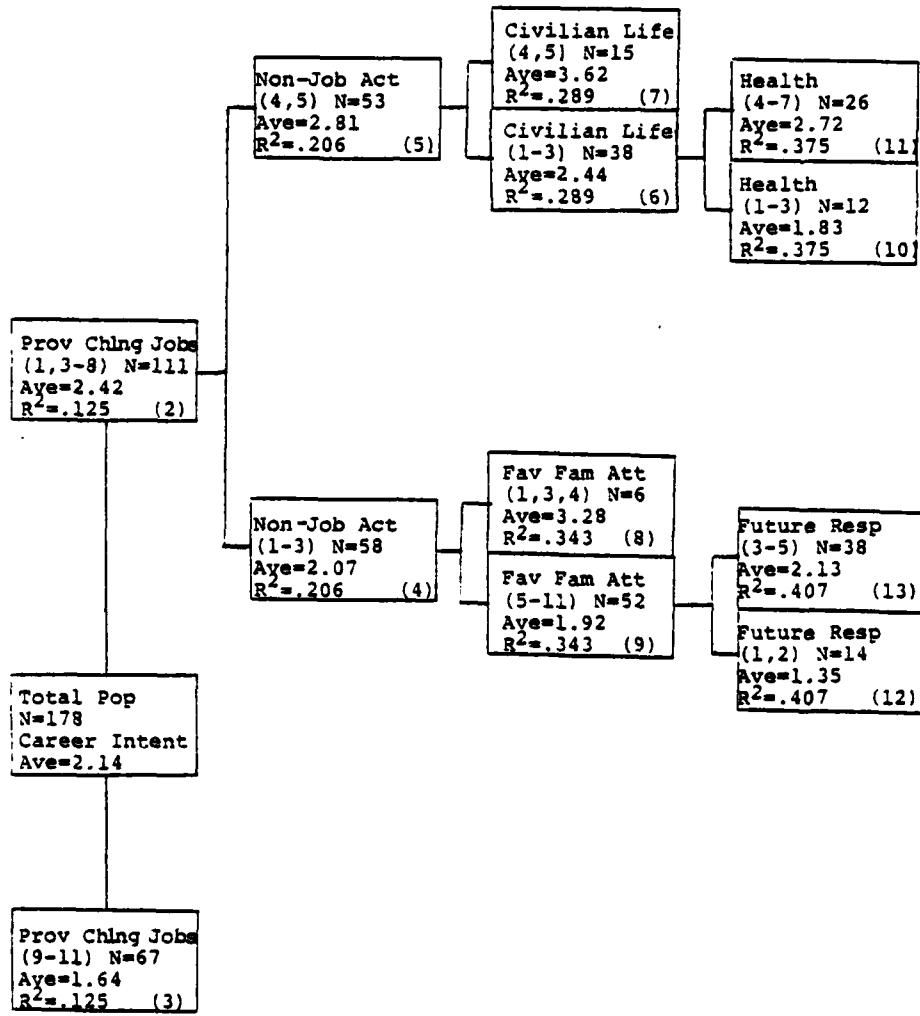


Fig. 10. Career Intent AID Tree (Male Officer Personnel with Four to Ten Years Service)

Female Enlisted Personnel

The AID tree for female enlisted personnel with four to ten years of service is shown in Figure 11. Subgroup 10 contains those enlisted women with the most negative career intent. These women think that military pay is less than civilian pay, do not like living on an Air Force base, and have low job satisfaction. Subgroup 12 also has a very negative career intent. Individuals in this group think that military pay is less than civilian pay, generally find an Air Force base a desirable place to live, are dissatisfied with equity aspects of their lives, and are dissatisfied with their personal growth.

Enlisted women who think that military pay is higher than civilian pay have the most positive career intent.

Male Enlisted AID Analysis

The AID tree for male enlisted personnel with four to ten years of service is shown in Figure 12. Interestingly, subgroup 6 has the most negative career intent. Individuals in this group have spouses or immediate families with a less favorable attitude toward an Air Force career, feel that the Air Force gives them more of an even break than civilian life, but are highly dissatisfied with their economic security. Subgroup 10 also have a negative career intent and is comprised of enlisted men who have spouses or

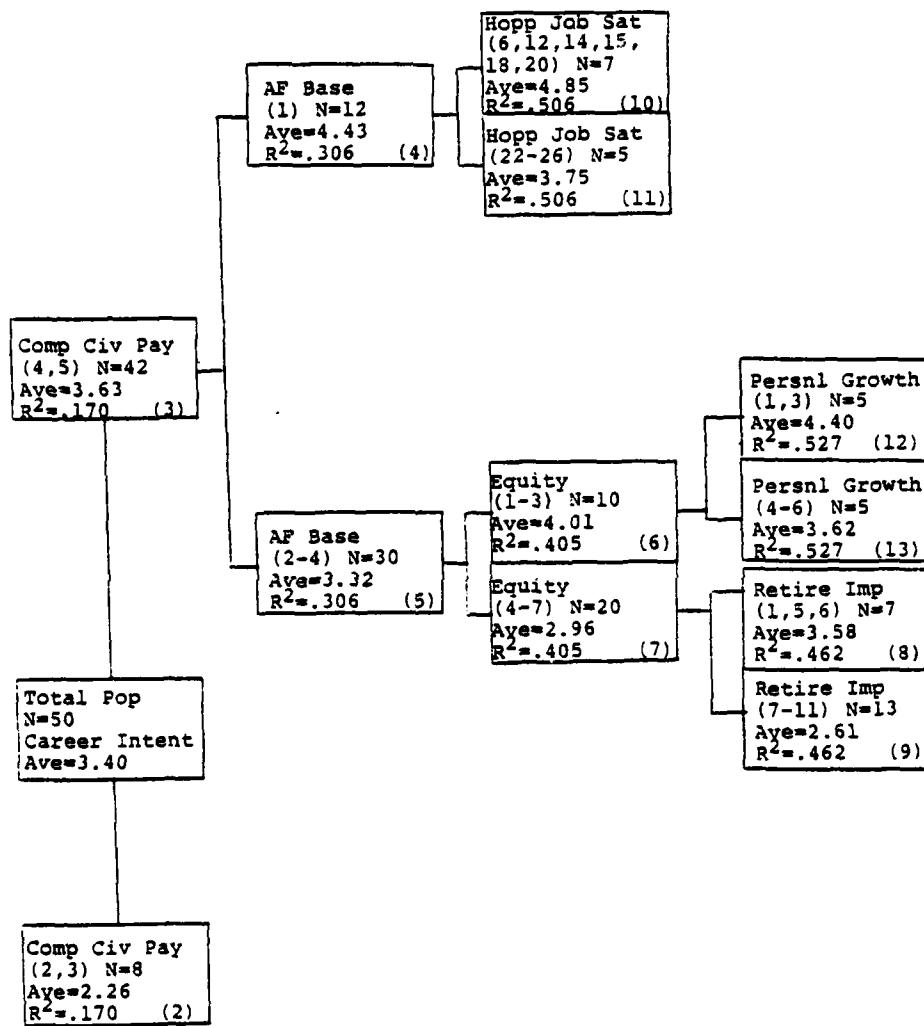


Fig. 11. Career Intent AID Tree (Female
Enlisted Personnel with Four to
Ten Years Service)

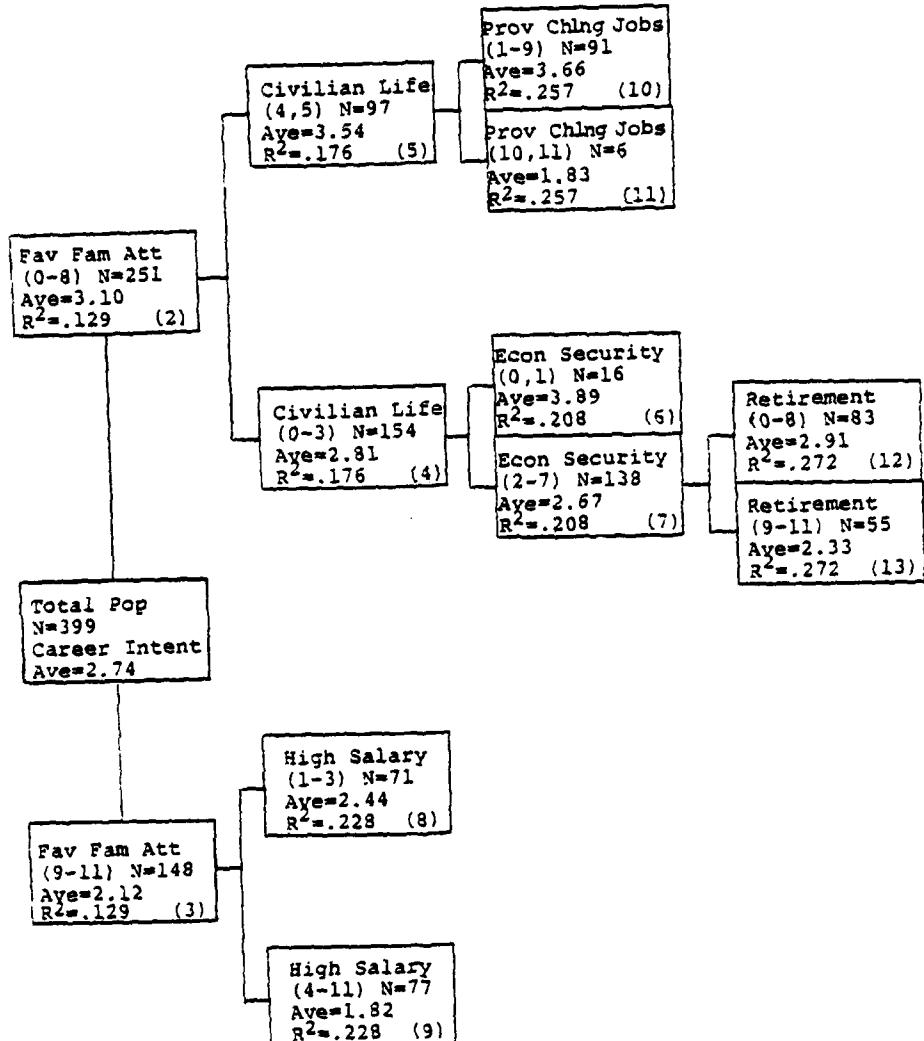


Fig. 12. Career Intent AID Tree (Male
Enlisted Personnel with Four to
Ten Years Service)

immediate family with a less favorable attitude, think they can get more of an even break in civilian life, and do not associate an Air Force career with interesting and challenging jobs.

The group with the most positive career intent is subgroup 9. Individuals in this group have families with a favorable attitude and associate an Air Force career with a high salary.

AID Summary

Table 6 lists all the variables which appear in the Aid runs for personnel with four to ten years of service. A comparison of the AID trees and an examination of Table 6 reveal that the major determinants of career intent are different for the four groups. Job recognition (question 97) is the primary influence for female officers, while female enlisted personnel are influenced by the comparison of military pay with civilian life (question 33), desirability of living on an Air Force base (question 35), equity, and job satisfaction. For male officers, challenging jobs (question 72), participation in too many non-job activities (question 51), the belief that they can get more of an even break in civilian life (question 100), and family attitude tend to influence the career decision. Enlisted men are strongly influenced by family attitude, better break in

TABLE 6

CAREER INTENT AID VARIABLES
 (PERSONNEL WITH FOUR TO
 TEN YEARS SERVICE)

Question Number	Female Officers (N=17)	Male Officers (N=178)	Female Enlisted (N=50)	Male Enlisted (N=399)
29				X
33			X *	
35			X	
49		X		
51		X		
65			X	
70				X
72		X *		X
74				X
77	X	X		X *
97	X *			
99			X	
100		X		X
104			X	
109		X		
Hopp			X	
Cum. R ²	.569	.407	.527	.272

Note: "X" indicates which variable was in each AID tree.
 * indicates variable was used in first split.

Ques. No.	Subject	Ques. No.	Subject
29	Econ Sec	74	Ret Bnft
33	Comp Civ Pay	77	Fav Fam Att
35	AF Base	97	Jb Rec
49	Futr Resp	99	Eqty Sat
51	Non-job Act	100	Civ Life
65	Ret Imp	104	Prsnl Grwth
70	High Sal	109	Health
72	Prv Jb Chlng	Hopp	Job Sat

civilian life, challenging jobs and economic security satisfaction (question 29).

Regression Results

Regression analysis was performed to examine the relationship between career intent and the predictor variables. The results of the regression analysis for each group studied are presented in Tables 7-22. Each table shows the variables which entered the equation, a brief description of the variable, the regression coefficients, significance of the coefficient for each variable in the equation, Beta weights, the cumulative R^2 , the increase in R^2 contributed by each variable, and the significance of the regression model. A maximum of six variables could enter the regression equation, and a minimum F value of 2.05 was used to determine which variables entered. Only those variables which increased the R^2 by at least 1 percent are included in the discussion. The career intent regression equation, using the regression coefficients, is also shown in the table.

Regression Results for All Personnel

Female Officer Regression

The regression results for all female officer personnel are presented in Table 7. The first variable in the

TABLE 7
CAREER INTENT REGRESSION (ALL FEMALE
OFFICER PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
Hopp	-.115	.000	-.482	.350	.350	.000
75	-.128	.039	-.300	.428	.078	.000
Constant	5.404	.000				

NOTE: n=101
Career Intent = 5.404 - (.115) (Hopp) - (.128) (Q75)

Question Number	Subject
Hopp	Job satisfaction
75	Use of training and ability

equation is the Hoppock job satisfaction measure, which explains 35 percent of the variance. The only other variable in the equation is utilization of training and ability. Together, the two variables explain 42.8 percent of the variation in career intent for all female officers.

Male Officer Regression

Table 8 shows the regression results for all male officer personnel. The first variable in the equation is favorable family attitude, and it explains 11.5 percent of the variation in career intent. Job satisfaction is the last variable to enter the equation and only increases the R^2 value by 1.2 percent. Other predictors in the equation include: equity satisfaction, discipline, participation in too many activities not related to the job, and association of an Air Force career with retirement benefits. The cumulative R^2 is only 22.5 percent, indicating that there are many other variables associated with the career decision for male officers than those being analyzed.

Female Enlisted Regression

The regression results for all female enlisted personnel are shown in Table 9. The quality of Air Force leadership is the first variable in the equation and explains 13.9 percent of the variance. The other variables in the equation are: the association of an Air

TABLE 8
CAREER INTENT REGRESSION (ALL MALE
OFFICER PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
77	-.098	.000	-.227	.115	.115	.000
99	-.942	.000	-.137	.154	.039	.000
93	-.225	.000	-.173	.186	.032	.000
51	.114	.010	.118	.201	.015	.000
74	-.046	.017	-.115	.213	.012	.000
HOPP	-.031	.018	-.118	.225	.012	.000
Constant	4.518	.000				

NOTE: n=973
 Career Intent = 4.518 - (.098) (Q77) - (.942) (Q99) - (.225) (Q93) + (.114) (Q51) -
 (.046) (Q74) - (-.031) (HOPP)

Question Number	Subject
77	Favorable family attitude
99	Equity satisfaction
93	Discipline
51	Non-job activities
74	Retirement benefits
HOPP	Job satisfaction

TABLE 9
CAREER INTENT REGRESSION (ALL FEMALE
ENLISTED PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
92	.232	.000	.168	.139	.139	.000
72	-.062	.000	-.147	.194	.055	.000
69	-.094	.000	-.194	.236	.042	.000
93	-.217	.000	-.183	.270	.034	.000
100	.182	.000	.164	.295	.025	.000
70	-.075	.000	-.148	.312	.017	.000
Constant	4.305	.000				

NOTE: n=215
 Career Intent = 4.305 + (.232) (Q92) - (.062) (Q72) - (.094) (Q69) - (.217) (Q93) +
 (.182) (Q100)

Question Number
Subject

- 92 Quality of AF leadership
- 72 AF career and interesting and challenging jobs
- 69 Desire for positions of rank/responsibility
- 93 Discipline
- 100 Better break in civilian life
- 70 AF career and a high salary

Force career with interesting and challenging jobs, desire for positions of increased rank and responsibility, discipline, belief that civilians get more of an even break, and association of an Air Force career with a high salary. An examination of the Beta weights indicates that the variables are equally important in the equation.

Male Enlisted Regression

Table 10 presents the regression results for all male enlisted personnel. As in the AID analysis, discipline and favorable family attitude are important predictors of career intent for enlisted males. Other variables in the equation are the quality of Air Force leadership, job challenge, and the desirability of living on an Air Force base. These five variables explain 32 percent of the variance in career intent for male enlisted personnel.

Regression Summary

A summary of the results for the regression analysis is presented in Table 11. With the exception of a few common variables, the models for the groups are not very similar. Discipline (question 93) is an important predictor for male officers and both female and male enlisted personnel, although it is stronger in the male enlisted model. Quality of Air Force leadership (question 92) is important to both male and female enlisted, and family attitude (question 77)

TABLE 10
CAREER INTENT REGRESSION (ALL MALE
ENLISTED PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR^2	Significance of Model
93	-.364	.000	-.300	.150	.150	.000
77	-.092	.000	-.190	.237	.087	.000
92	.259	.000	.168	.285	.048	.000
48	.170	.000	-.138	.306	.021	.000
35	-.156	.000	-.129	.320	.014	.000
Constant	4.591	.000				

NOTE: n=2798
 Career Intent = 4.591 - (.364) (Q93) - (.092) (Q77) + (.259) (Q92) + (.170) (Q48) -
 (.156) (Q35)

Question Number
Subject

93 Discipline
 77 Favorable family attitude
 92 Quality of AF leadership
 48 Job challenge
 35 AF base

TABLE 11
CAREER INTENT REGRESSION VARIABLES
(ALL PERSONNEL)

Question Number	Female Officers (N=101)	Male Officers (N=973)	Female Enlisted (N=215)	Male Enlisted (N=2798)
35				X
48				X
51		X		
69			X	
70			X	
72			X	
74		X		
75	X			
77		X*		X
92			X*	X
93		X	X	X*
99		X		
100			X	
Hopp	X*	X		
Cum. R ²	.428	.225	.312	.320

NOTE: "X" indicates which variable was in each regression equation.

* indicates variable was first to enter equation.

<u>Ques. No.</u>	<u>Subject</u>	<u>Ques. No.</u>	<u>Subject</u>
35	AF Base	75	Trng & Abl Use
48	Jb Chlng	77	Fav Fam Att
51	Non-job Act	92	Ldrshp Qual
69	Rank/Resp Imp	93	Disc
70	High Sal	99	Eqty Sat
72	Prv Jb Chlng	100	Civ Life
74	Ret Bnft	Hopp	Job Sat

is a strong predictor for male officer and enlisted personnel. The factors which greatly influence the career intent of female officers are job satisfaction and utilization of training and ability (question 75). Even though job satisfaction is in the male officer equation, it is not a very strong predictor. Thus, job satisfaction appears to influence career intent only for female officer personnel.

Regression Results for
First Term Personnel

Female Officer Regression

The results of the regression analysis of first term female officers are presented in Table 12. The first variable which enters the equation is question 75, the utilization of training and ability, and it explains 26 percent of the variance in career intent. The only other variable in the equation is job satisfaction. These are the same variables identified in the regression for all female officers: only their order of entry is reversed. However, the significance of the job satisfaction variable in the presence of question 75 is .108. Thus, job satisfaction may not be as useful in predicting career intent for first term female officers as one would expect. Both question 75 and job satisfaction are reasonably correlated

TABLE 12
CAREER INTENT REGRESSION (FIRST TERM
FEMALE OFFICER PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR^2	Significance of Model
75	-.135	.011	-.362	.260	.260	.011
Hopp	-.072	.108	-.330	.347	.087	.011
Constant	4.692	.000				

NOTE: n=79
Career Intent = 4.692 - (.135) (Q75) - (.072) (Hopp)

Question Number	Subject
75	Use of training and ability
Hopp	Job satisfaction

(.446) with each other and with career intent (-.510 and -.492 respectively). Job satisfaction is included in the equation, though, because it does increase the R^2 by 8.7 percent.

Male Officer Regression

Table 13 shows the results of the regression analysis for first term male officer personnel. The first predictor is favorable family attitude and explains 25.6 percent of the variance. The other variables in the equation are: association of an Air Force career with interesting and challenging jobs (question 72), civilian life break (question 100), and desirability of living on an Air Force base (question 35). Question 35 has a significance of .129 in the presence of the other three variables and is not as useful in predicting career intent. However, it does increase the R^2 value by 1.9 percent and is, therefore, retained in the equation.

Female Enlisted Regression

The results of the regression analysis for first term female enlisted personnel are presented in Table 14. The equation contains six variables: association of an Air Force career with interesting and challenging jobs, desire for positions of increased rank/responsibility, a better break in civilian life, work satisfaction, association of

TABLE 13
CAREER INTENT REGRESSION (FIRST TERM
MALE OFFICER PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model 1
77	-.132	.000	-.330	.256	.256	.000
72	-.133	.000	-.280	.371	.115	.000
100	.204	.049	.174	.403	.032	.000
35	-.150	.129	-.147	.422	.019	.000
Constant	4.635	.000				

NOTE: n=239
Career Intent = 4.635 - (.132) (Q77) - (.133) (Q72) + (.204) (Q100) - (.150) (Q35)

Question Number	Subject
77	Favorable family attitude
72	AF career and interesting and challenging jobs
100	Better break in civilian life
35	AF base

TABLE 14
CAREER INTENT REGRESSION (FIRST TERM
FEMALE ENLISTED PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
72	-.065	.000	-.164	.207	.207	.000
69	-.079	.000	-.168	.278	.071	.000
100	.249	.000	.228	.325	.047	.000
37	-.114	.000	-.179	.353	.028	.000
70	-.069	.003	-.153	.369	.016	.000
78	-.050	.011	.120	.380	.011	.000
Constant	5.032	.000				

NOTE: n=152
 Career Intent = 5.032 - (.065) (Q72) - (.079) (Q69) + (.249) (Q100) - (.114) (Q37) -
 (.069) (Q70) - (.050) (Q78)

Question Number	Subject
72	AF career and interesting and challenging jobs
69	Desire for rank/responsibility
100	Better break in civilian life
37	Work
70	AF career and a high salary
78	AF career and positions of rank/responsibility

an Air Force career with a high salary, and association of an Air Force career with positions of increased rank/responsibility. The predictors explain 38 percent of the variance in career intent for female enlisted personnel.

Male Enlisted Regression

Table 15 shows the regression results for first term male enlisted personnel. Favorable family attitude is the first variable to enter the equation and explains 17 percent of the variation. The remaining predictors include: desirability of living on an Air Force base, leadership/supervision satisfaction, association of an Air Force career with interesting and challenging job, and association of an Air Force career with a high salary. The cumulative R^2 for the regression model is 34.7 percent.

Regression Summary

Table 16 presents a summary of the regression results for all four first term groups. Predictors which are common to both female and male enlisted personnel are association of an Air Force career with a high salary (question 70) and association of an Air Force career with interesting and challenging jobs (question 72). Question 72 is also in the regression equation for male officers. Predictors for career intent in both male officer and enlisted personnel are the desirability of living on an Air

TABLE 15
CAREER INTENT REGRESSION (FIRST TERM
MALE ENLISTED PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
77	-.915	.000	-.260	.170	.170	.000
35	-.223	.000	-.239	.261	.091	.000
89	-.107	.000	-.188	.310	.049	.000
72	-.517	.000	-.138	.334	.024	.000
70	-.483	.000	-.121	.347	.013	.000
Constant	5.613	.000				

NOTE: n=594
 Career Intent = $5.613 - (.915)(Q77) - (.223)(Q35) - (.107)(Q89) - (.517)(Q72) - (.483)(Q70)$

Question Number Subject

- 77 Favorable family attitude
- 35 AF base
- 89 Leadership/supervision satisfaction
- 72 AF career and interesting and challenging jobs
- 70 AF career and a high salary

TABLE 16
CAREER INTENT REGRESSION VARIABLES
(FIRST TERM PERSONNEL)

Question Number	Female Officers (N=79)	Male Officers (N=239)	Female Enlisted (N=152)	Male Enlisted (N=594)
35		X		X
37			X	
69			X	
70			X	X
72		X	X*	X
75	X*			
77		X*		X*
78			X	
89				X
100		X	X	
104				
Hopp	X			
Cum. R ²	.347	.422	.380	.347

NOTE: "X" indicates which variable was in each regression equation.

* indicates variable was first to enter equation.

<u>Ques. No.</u>	<u>Subject</u>	<u>Ques. No.</u>	<u>Subject</u>
35	AF Base	77	Fav Fam Att
37	Work Sat	78	Rank/Resp
69	Rank/Resp Imp	89	Ldrshp/Supv
70	High Sal	100	Civ Life
72	Prv Jb Chlng	104	Prsnl Grwth
75	Trng & Abl Use	Hopp	Job Sat

Force base and favorable family attitude. However, the only group which seems to be influenced strictly by job-related factors is the group of first term female officers. Utilization of training and ability and job satisfaction are the only predictors for that group. Female enlisted personnel tend to be influenced by both job-related factors and financial factors.

Regression Results for Personnel with
Four to Ten Years of Service

Female Officer Regression

Table 17 presents the results of regression for all female officers with four to ten years of service. As indicated in the table, work is the first variable to enter the equation and accounts for 48 percent of the variance. The next two variables which enter are discipline (question 93) and preparation for future responsibilities (question 49). However, once question 49 is in the equation, work is no longer statistically significant (significance = .752) and is deleted from the equation. The variables in the final regression equation are: discipline (question 93), preparation for future responsibility (question 49), comparison of civilian pay (question 33), and quality of Air Force leadership (question 92). The cumulative R^2 is 86.8 percent.

The correlation of work with job satisfaction was .937 and its correlation with question 49 was .855. It was,

TABLE 17
CAREER INTENT REGRESSION (FEMALE OFFICER
PERSONNEL WITH FOUR TO TEN YEARS)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model 1
37	.013			.480	.480	.013
93	.776	.125	.525	.605	.125	.015
49	-.919	.110	-1.010	.719	.114	.014
37 (removed)		.752		.715	-.004	.004
33	-.693	.093	-.385	.804	.089	.003
92	-.830	.108	-.369	.868	.064	.003
Constant	7.675	.013				

NOTE: n=17
Career Intent = 7.675 + (.776) (Q93) - (.919) (Q49) - (.693) (Q33) - (.830) (Q92)

Question Number	Subject
37	Work
93	Discipline
49	Preparation for future responsibility
33	Comparison with civilian pay
92	Quality of AF leadership

therefore, decided to see what would happen if the work variable was deleted from the analysis. The results for this regression are shown in Table 18. The first variable that enters the equation is job satisfaction, and it accounts for 45 percent of the variance. The other variables in the equation are association of an Air Force career with interesting and challenging jobs (question 72), favorable family attitude (question 77), equity satisfaction (question 99), and association of an Air Force career with having to attain positions of increased rank/responsibility (question 78). The variables account for 91 percent of the variance in career intent. However, it should be noted that the actual number of cases used in the analysis was only seventeen.

Male Officer Personnel

The results for the regression analysis for male officers with four to ten years are presented in Table 19. The variables in the equation are desirability of living on an Air Force base (question 35), leadership/supervision (question 89), and getting a better break in civilian life (question 100). The cumulative R^2 for the equation is only 21.4 percent.

TABLE 18
CAREER INTENT REGRESSION (FEMALE OFFICER
PERSONNEL WITH FOUR TO TEN YEARS)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
Hopp	-.225	.017	-.898	.450	.450	.017
72	-.391	.072	-.537	.623	.173	.012
77	-.570	.100	-.745	.737	.114	.010
99	.252	.070	.350	.841	.104	.006
78	.610	.075	.445	.910	.069	.004
Constant	7.596	.014				

NOTE: n=17
 Career Intent = 7.596 - (.225) (Hopp) - (.391) (Q72) - (.570) (Q77) + (.252) (Q99) +
 (.610) (Q78)

Question Number
Subject

Hopp Job satisfaction
 72 AF career and interesting and challenging jobs
 77 Favorable family attitude
 99 Equity satisfaction
 78 AF career and positions of rank/responsibility

NOTE: Q37 not used in regression analysis.

TABLE 19
CAREER INTENT REGRESSION (MALE OFFICER
PERSONNEL WITH FOUR TO TEN YEARS)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
35	-.240	.001	-.261	.112	.112	.001
89	-.157	.006	-.249	.177	.065	.000
100	.229	.032	.200	.214	.037	.000
Constant	2.951	.000				

NOTE: n=178
Career Intent = 2.951 - (.240) (Q35) - (.157) (Q89) + (.229) (Q100)

Question Number	Subject
35	AF base
89	Leadership/supervision
100	Better break in civilian life

Female Enlisted Regression

Table 20 shows the results of the regression analysis for female enlisted personnel with four to ten years of service. The first variable in the equation is the comparison of military pay with civilian pay (question 33), and it explains 17.6 percent of the variance. Other variables in the equation are attitude of spouse or immediate family, quality of Air Force leadership (question 92), job feedback (question 96), job recognition (question 97), and superior satisfaction (question 90). The six variables explain 46 percent of the variance in career intent for female enlisted personnel.

Male Enlisted Regression

The results of the regression analysis for male enlisted personnel with four to ten years of service are shown in Table 21. The strongest predictor for this group is attitude of spouse or immediate family, and it explains 16 percent of the variance. Quality of Air Force leadership (question 92), desirability of living on an Air Force base (question 35), association of an Air Force career with a high salary (question 70), discipline (question 93), and the desirability of retirement benefits (question 65) are also in the regression equation. The R^2 for the model is relatively low, being only 29.2 percent of the total variation.

TABLE 20
CAREER INTENT REGRESSION (FEMALE ENLISTED
PERSONNEL WITH FOUR TO TEN YEARS)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
33	.450	.000	.324	.176	.176	.000
77	-.115	.000	-.298	.267	.091	.000
92	.314	.000	.237	.341	.074	.000
96	-.564	.014	-.565	.372	.031	.000
97	.453	.001	.481	.427	.055	.000
90	-.205	.007	-.194	.460	.033	.000
Constant	2.157	.001				

NOTE: n=50
 Career Intent = $2.157 + (.450)(Q33) - (.115)(Q77) + (.314)(Q92) - (.564)(Q96) + (.453)(Q97) - (.205)(Q90)$

Question Number	Subject
33	Comparison with civilian pay
77	Favorable family attitude
92	Quality of AF leadership
96	Job feedback
97	Job recognition
90	Superior satisfaction

TABLE 21
CAREER INTENT REGRESSION (MALE ENLISTED
PERSONNEL WITH FOUR TO TEN YEARS)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR^2	Significance of Model
77	-.114	.000	-.247	.160	.160	.000
92	.286	.000	.188	.219	.059	.000
35	-.190	.000	-.170	.251	.032	.000
70	-.780	.000	-.135	.271	.020	.000
93	-.139	.000	-.113	.281	.010	.000
65	-.490	.000	-.105	.292	.011	.000
Constant	4.270	.000				

NOTE: n=399
 Career Intent = $4.270 - (.114)(Q77) + (.286)(Q92) - (.190)(Q35) - (.780)(Q70) - (.139)(Q93) - (.490)(Q65)$

Question Number	Subject
77	Favorable family attitude
92	Quality of AF leadership
35	AF base
70	AF career and a high salary
93	Discipline
65	Desire for retirement benefit

This indicates that career intent for this group is influenced by more factors than those analyzed.

Regression Summary

A summary of the regression results for personnel with four to ten years of service is shown in Table 22. The table shows the results of both regression runs for female officers.

Attitude of spouse or immediate family (question 77) and quality of Air Force leadership (question 92) are predictors of career intent for female officers, enlisted women, and enlisted men. Predictors of career intent for male officers are the desirability of living on an Air Force base, leadership/supervision satisfaction, and a better break in civilian life.

The R^2 values for male personnel are relatively low while the R^2 values for female officer personnel are quite high. The variables in both female officer regressions do a good job of explaining the variance in career intent.

AID and Regression Summary

This chapter presented the results of the AID and regression analyses for female and male officer and enlisted personnel. The two techniques identified many of the same variables as major determinants of career intent. However,

TABLE 22
CAREER INTENT REGRESSION VARIABLES
(PERSONNEL WITH FOUR
TO TEN YEARS)

Question Number	Female Officers (N=17)	Male Officers (N=178)	Female Enlisted (N=50)	Male Enlisted (N=399)
33	X		X*	
35		X*		X
49	X			
65				X
70				X
72	✓			
77	✓		X	X*
78	✓			
89		X		
90			X	
92	X		X	X
93	X			X
96			X	
97			X	
99	✓			
100		X		
Hopp	✓*			
Cum. R ²	.910	.868	.214	.460
				.292

NOTE: "X" indicates which variable was in each regression equation.

"✓" indicates which variable entered the equation when Q 37 (Work) was deleted.

* indicates variable was first to enter equation.

Ques. No.	Subject	Ques. No.	Subject
33	Comp Civ Pay	90	Sup Sat
35	AF Base	92	Ldrshp Qual
49	Futr Resp	93	Disc
65	Ret Imp	96	Jb Fdbk
70	High Sal	97	Jb Rec
72	Prv Jb Chlng	99	Eqty Sat
77	Fav Fam Att	100	Civ Life
78	Rank/Resp	Hopp	Job Sat
89	Lrdshp Sup		

the shape of most of the AID trees indicates that there may be some interaction between many of the variables.

For the most part, the career intent models for enlisted women, male officers, and enlisted men tend to be more complex than the model for female officers. Career intent for female officers is primarily a function of job satisfaction. Both job related factors and extrinsic factors seem to influence career intent in the other three groups.

A more comprehensive discussion of the factors influencing career intent for each sex is provided in Chapter VI.

CHAPTER V

JOB SATISFACTION ANALYSIS RESULTS

Introduction

This chapter presents the results of the job satisfaction analysis for all female and male officer and enlisted personnel. The variables used in performing the AID and regression analyses are listed in Tables 36-37, Appendix C.

The job satisfaction measure, based on the Hoppock job satisfaction index, was obtained by summing the response to questions 44-47. The questions and the response codes are as follows:

44. Which one of the following shows how much of the time you feel satisfied with your job?
- (7) All the time.
 - (6) Most of the time.
 - (5) A good deal of the time.
 - (4) About half of the time.
 - (3) Occasionally.
 - (2) Seldom.
 - (1) Never.

45. Choose one of the following statements which best tells how well you like your job?

- (1) I hate it.
- (2) I dislike it.
- (3) I don't like it.
- (4) I am indifferent to it.
- (5) I like it.
- (6) I am enthusiastic about it.
- (7) I love it.

46. Which one of the following best tells how you feel about changing your job?

- (1) I would quit this job at once if I could.
- (2) I would take almost any other job in which I could earn as much as I am earning now.
- (3) I would like to change both my job and my occupation.
- (4) I would like to exchange my present job for another one.
- (5) I am not eager to change my job, but I would do so if I could get a better job.
- (6) I cannot think of any jobs for which I would exchange.
- (7) I would not exchange my job for any other.

47. Which one of the following shows how you think you compare with other people?

- (7) No one likes his job better than I like mine.
- (6) I like my job much better than most people like theirs.
- (5) I like my job better than most people like theirs.
- (4) I like my job about as well as most people like theirs.
- (3) I dislike my job more than most people dislike theirs.
- (2) I dislike my job much more than most people dislike theirs.
- (1) No one dislikes his job more than I dislike mine.

The responses for the four questions were scored according to the scales indicated and added together. The job satisfaction measure had a possible low of 4 and a possible high of 28.

AID Analysis Results

The AID trees for each group analyzed are presented in Figures 13-16. As in the AID career intent presentation, each box in the tree represents a subgroup of the population

being studied. Each box provides a brief description of the predictor variable used in the split, the number of persons in the group, the average job satisfaction score, the cumulative R^2 value, and the number of the subgroup (lower right hand corner). In the parentheses directly below the predictor variable are the responses given by the subgroup to the survey question pertaining to the predictor variable. The response codes are defined as follows: 1=A, 2=B, 3=C, etc. Zero indicates a missing response.

Female Officer AID Analysis

The AID tree for all female officer personnel is shown in Figure 13. The first split is made using preparation for future responsibility and accounts for 41.3 percent of the variation in job satisfaction for female officers. Individuals with the lowest average job satisfaction are defined by the branch containing subgroups 2 and 6. These groups contain women who do not think their present jobs are preparing them for future responsibility and do not feel they are given freedom to do their jobs well.

Subgroup 10 also has a low job satisfaction score. Female officers in this group think their jobs prepare them for future responsibility but have low leadership/supervision satisfaction and strongly desire promotions based on job performance.

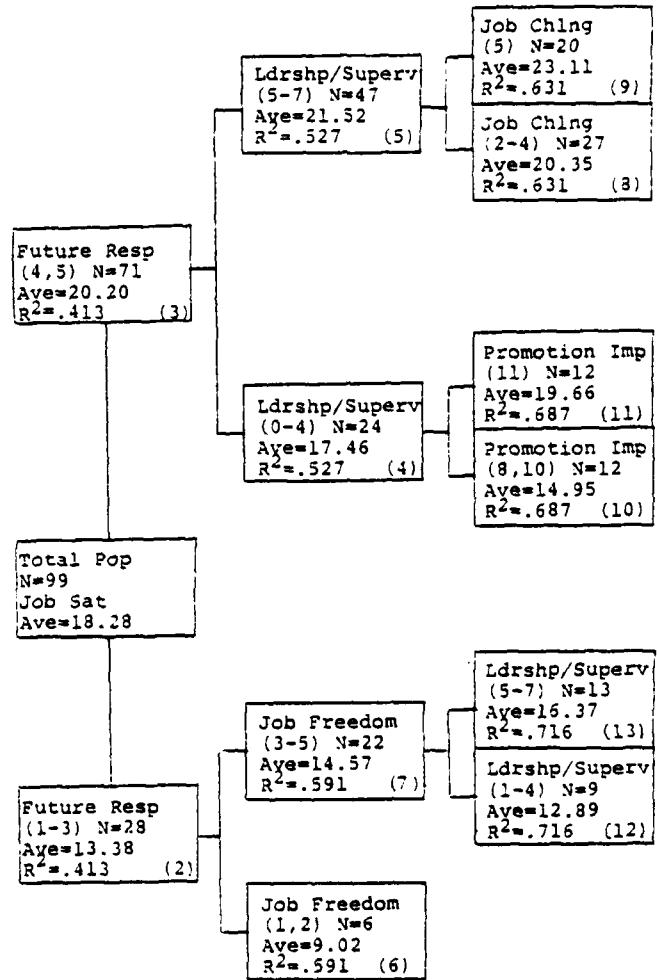


Fig. 13. Job Satisfaction AID Tree (All Female Officer Personnel)

The group with the highest job satisfaction score is subgroup 9 and contains those female officers who think their jobs prepare them for future responsibility, are satisfied with leadership/supervision, and find their jobs challenging.

Male Officer AID Analysis

Figure 14 shows the results of the AID analysis for male officer personnel. The first split is made using preparation for future responsibility as the predictor variable. The second and third splits are symmetric, using job challenge to split both high and low job satisfaction groups. The first three splits explain 44.8 percent of the variation in job satisfaction for male officers.

Subgroup 6 has the lowest job satisfaction score and contains those individuals who do not think their jobs prepare them for future responsibility and do not find their jobs challenging.

Subgroup 9 has the highest job satisfaction score. Male officers in this group think their jobs do prepare them for future responsibility, find their jobs challenging, and are very satisfied with their personal growth.

Female Enlisted AID Analysis

The AID tree for female enlisted personnel is shown in Figure 15. The most significant predictor variable

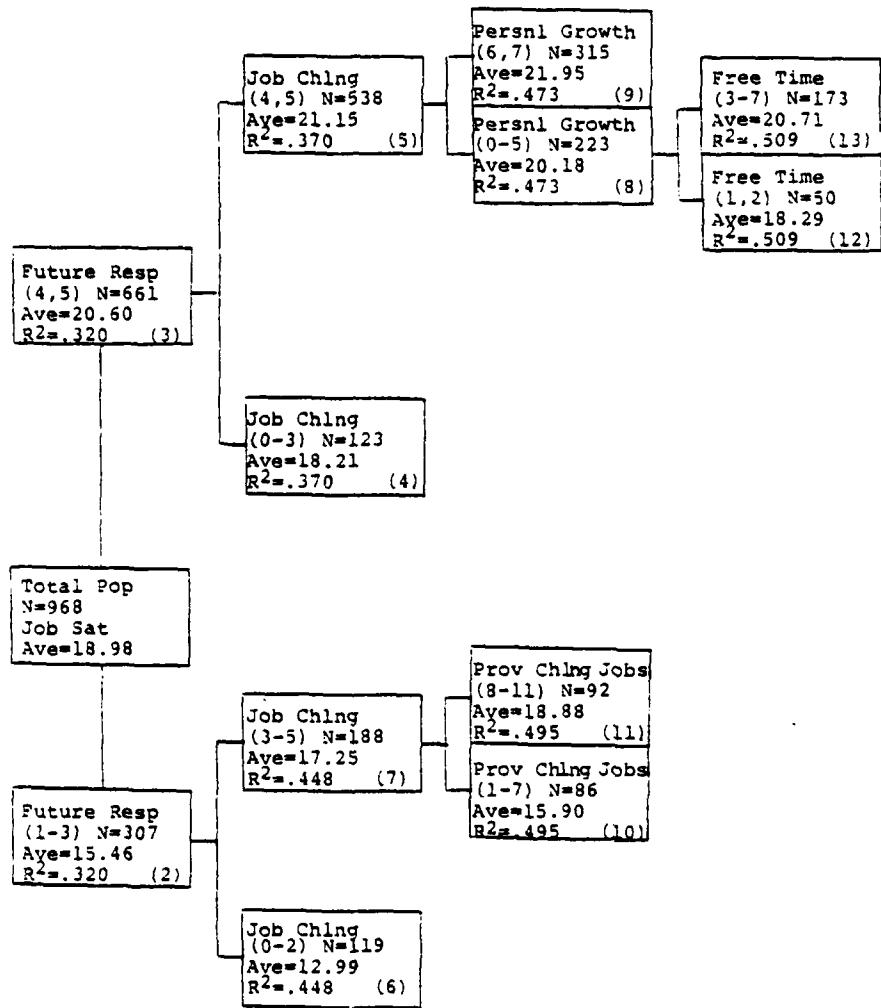


Fig. 14. Job Satisfaction AID Tree (All Male Officer Personnel)

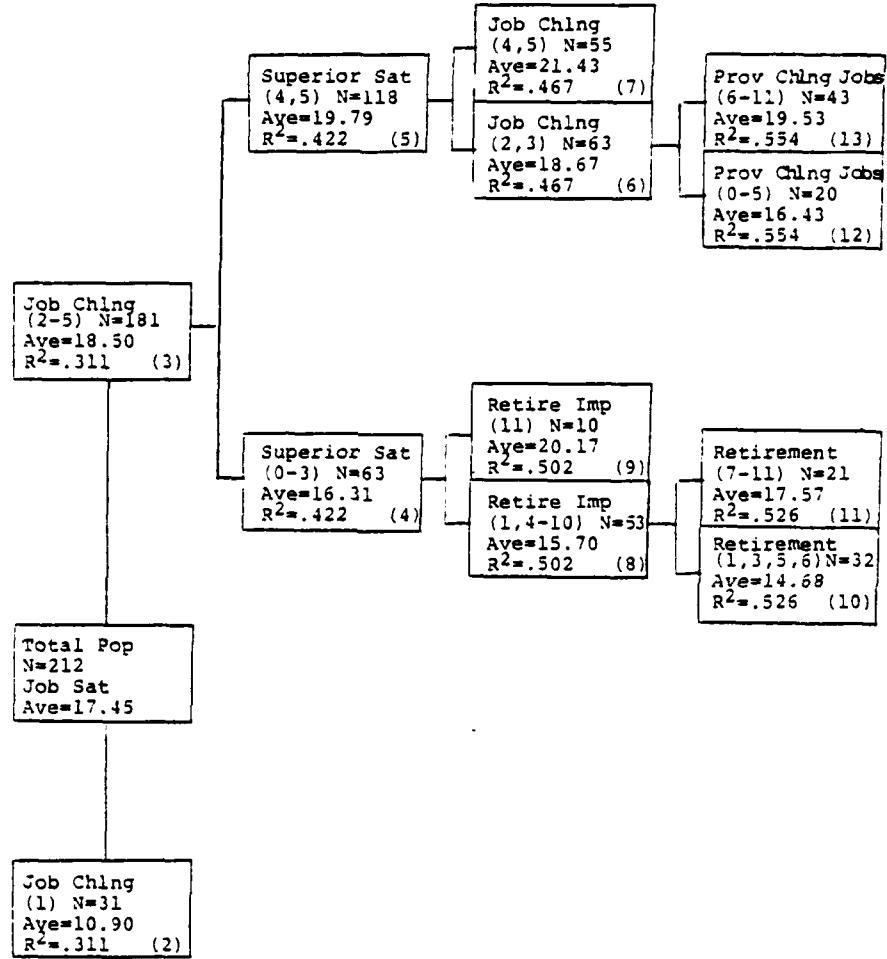


Fig. 15. Job Satisfaction AID Tree (All Female Enlisted Personnel)

is job challenge which explains 31.1 percent of the variation in job satisfaction for female enlisted personnel. Subgroup 2 has the lowest job satisfaction score and contains those enlisted women who find their jobs very boring. Subgroup 10 also has a low job satisfaction score and is defined by the branch containing subgroups 3, 4, and 8. Individuals in this group find their jobs somewhat to very challenging, are dissatisfied with their relationship with superiors, vary in their desire for retirement benefits from unimportant to important, and do not associate an Air Force career with the retirement benefit.

Subgroup 7 contains enlisted women with the highest job satisfaction score. These women find their jobs very challenging and are satisfied with their relationship with their superiors.

Male Enlisted Personnel

The AID tree for male enlisted personnel is shown in Figure 16. Job challenge is used in the first three splits, and explains 45.5 percent of the variation in job satisfaction. Subgroups with low job satisfaction do not find their jobs challenging.

Subgroup 13 has the highest job satisfaction score and is defined by the branch containing subgroups 3, 5, and 9. Individuals in this group find their jobs challenging,

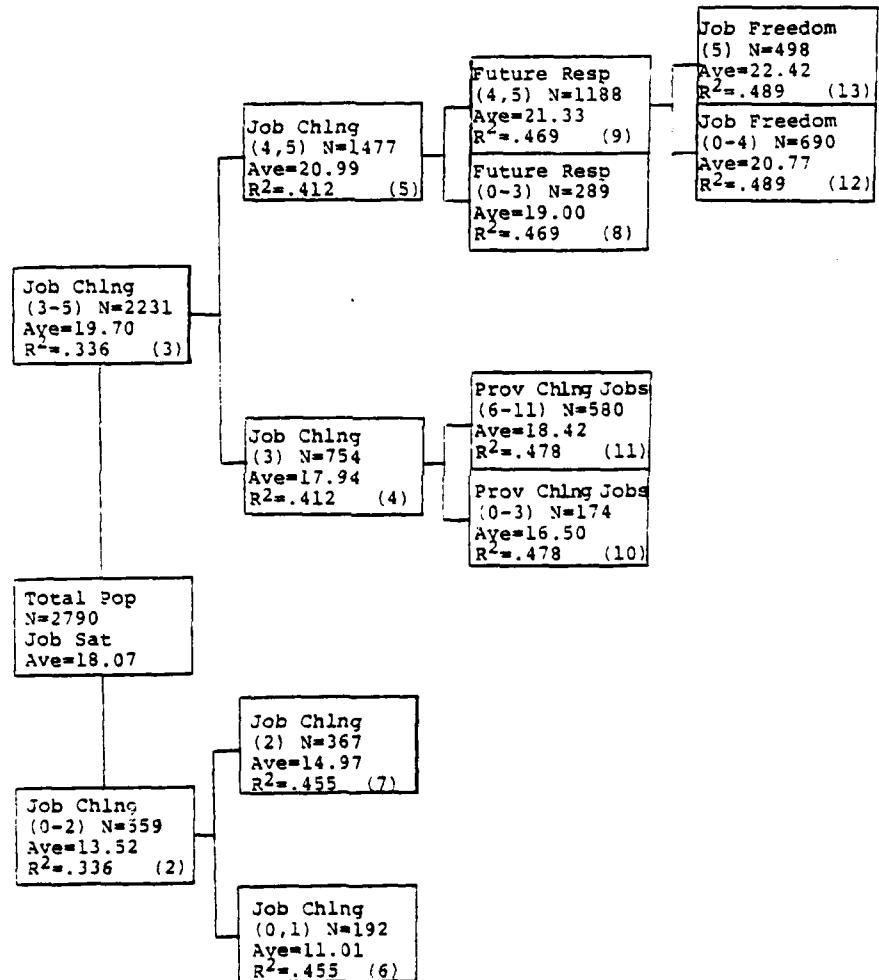


Fig. 16. Job Satisfaction AID Tree (All Male Enlisted Personnel)

think their jobs prepare them for future responsibility, and are given the freedom to do their jobs well.

AID Summary

Table 23 summarizes the results of the job satisfaction AID analysis. As the table shows, job satisfaction is primarily a function of job challenge (question 48), preparation for future responsibility (question 49), and association of an Air Force career with interesting and challenging jobs (question 72). Job challenge was the first variable used to split both female and male enlisted personnel, while preparation for future responsibility was the first variable used to split female and male officer personnel. Job satisfaction for both female officers and enlisted men is also influenced by job freedom.

Regression Analysis Results

Regression analysis was performed to examine the relationship between job satisfaction and the predictor variables. A maximum of six variables could enter the equation. Only those variables which increased the explained variance by 1 percent are presented in the discussion. A minimum F value of 2.05 was used to determine which variables entered the equation.

The results of the job satisfaction regression analysis for each group are presented in Tables 24-27.

TABLE 23
JOB SATISFACTION AID VARIABLES
(ALL PERSONNEL)

Question Number	Female Officers (N=99)	Male Officers (N=968)	Female Enlisted (N=212)	Male Enlisted (N=2790)
36		X		
48	X	X	X*	X*
49	X*	X*		X
62	X			
65			X	
72		X	X	X
74			X	
89	X			
90			X	
98	X			X
104		X		
Cum. R ²	.716	.509	.554	.489

NOTE: "X" indicates which variable was in each AID tree.
 * indicates variable was used in first split.

<u>Ques. No.</u>	<u>Subject</u>	<u>Ques. No.</u>	<u>Subject</u>
36	Free Time	74	Ret Bnft
48	Jb Chlng	89	Ldrshp/Supv
49	Futr Resp	90	Sup Sat
62	Prom Imp	98	Jb Frdm
65	Ret Imp	104	Prsnl Grwth
72	Prv Jb Chlng		

Each table shows the variables which entered the regression equation, a brief identifier of the variable, the regression coefficients, Beta weights, the R^2 for each variable, the R^2 change, the significance of the coefficient for each variable in the equation, and the significance of the regression model. The job satisfaction regression equation is also provided.

Female Officer Regression

Table 24 shows the results of the job satisfaction analysis for all female officers. The regression equation contains the following variables: preparation for future responsibility, job freedom, and leadership/supervision satisfaction. The three variables explain 64 percent of the variance in job satisfaction for female officers.

Male Officer Regression

The results of the male officer regression are shown in Table 25. The equation contains five variables: job challenge, preparation for future responsibility, use of training and ability, supervisor satisfaction, and free time satisfaction. These five variables explain 56.7 percent of the job satisfaction variance for male officer personnel.

TABLE 24
JOB SATISFACTION REGRESSION (ALL
FEMALE OFFICER PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR^2	Significance of Model
49	1.766	.000	.494	.475	.475	.000
98	1.419	.011	.297	.596	.121	.000
89	.735	.047	.244	.640	.044	.000
Constant	2.763	.212				

NOTE: n=99
Career Intent = 2.763 + (1.766) (Q49) + (1.419) (Q98) + (.735) (Q89)

Question Number	Subject
49	Preparation for future responsibility
98	Job freedom
89	Leadership/supervision satisfaction

TABLE 25
JOB SATISFACTION REGRESSION (ALL
MALE OFFICER PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
48	1.591	.000	.405	.425	.425	.000
49	.790	.000	.243	.489	.064	.000
75	.259	.000	.162	.527	.038	.000
90	.573	.000	.142	.551	.024	.000
36	.344	.000	.133	.567	.016	.000
Constant	4.915	.000				

NOTE: n=968
Job Satisfaction = 4.915 + (1.591) (Q48) + (.790) (Q49) + (.259) (Q75) + (.573) (Q90) +
.344 (Q36)

Question Number Subject

48	Job challenge
49	Preparation for future responsibility
75	Use of training and ability
90	Superior satisfaction
36	Free time satisfaction

Female Enlisted Regression

Table 26 presents the results of the job satisfaction regression for female enlisted personnel. Five variables are in the regression equation: job challenge, superior satisfaction, preparation for future responsibility, attitude of spouse or immediate family, and job freedom. These variables explain 51.7 percent of the variance.

Male Enlisted Regression

The results of the regression analysis for male enlisted personnel are shown in Table 27. There are four variables in the equation: job challenge, job freedom, preparation for future responsibility, and ability of an Air Force career to provide interesting and challenging jobs. The variables account for 53.4 percent of the variance in job satisfaction for male enlisted personnel. As indicated by the Beta weights, job challenge is almost three times as important as the other three variables.

Regression Summary

Table 28 lists the variables in the regression equation for each group. As the table shows, job satisfaction is primarily dependent upon preparation for future responsibility (question 49) and job challenge (question 48). Job challenge was the first variable to enter the regression equation for male officers and female and male

TABLE 26

JOB SATISFACTION REGRESSION (ALL
FEMALE ENLISTED PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	ΔR ²	Significance of Model
48	1.728	.000	.411	.417	.417	.000
90	.627	.000	.147	.464	.047	.000
49	.686	.000	.201	.490	.026	.000
77	.196	.000	.127	.507	.017	.000
98	.508	.001	.118	.517	.010	.000
Constant	4.780	.000				

NOTE: n=212
 Job Satisfaction = $4.780 + (.1.728)(Q48) + (.627)(Q90) + (.686)(Q49) + (.196)(Q77) + (.508)(Q98)$

Question Number
Subject

- 48 Job challenge
- 90 Superior satisfaction
- 49 Preparation for future responsibility
- 77 Favorable family attitude
- 98 Job freedom

TABLE 27
JOB SATISFACTION REGRESSION (ALL
MALE ENLISTED PERSONNEL)

Question Number	Regression Coefficient	Coefficient Significance	Beta Weight	R ²	.R ²	Significance of Model
48	1.874	.000	.460	.457	.457	.000
98	.636	.000	.156	.494	.037	.000
49	.613	.000	.175	.517	.023	.000
72	.265	.000	.150	.534	.017	.000
Constant	5.837	.000				

NOTE: n=2790
Job Satisfaction = 5.837 + (1.874) (Q48) + (.636) (Q98) + (.613) (Q49) + (.265) (Q72)

Question Number	Subject
48	Job challenge
98	Job freedom
49	Preparation for future responsibility
72	AF career and interesting and challenging jobs

TABLE 28
JOB SATISFACTION REGRESSION VARIABLES
(ALL PERSONNEL)

Question Number	Female Officers (N=99)	Male Officers (N=968)	Female Enlisted (N=212)	Male Enlisted (N=2790)
36		X		
48		X*	X*	X*
49	X*	X	X	X
72				X
75		X		
77			X	
89	X			
90		X	X	
98	X		X	X
Cum. R ²	.640	.567	.517	.534

NOTE: "X" indicates which variable was in each regression equation.

* indicates variable was first to enter equation.

<u>Ques. No.</u>	<u>Subject</u>	<u>Ques. No.</u>	<u>Subject</u>
36	Free Time	77	Fav Fam Att
48	Jb Chlng	89	Ldrshp/Supv
49	Futr Resp	90	Sup Sat
72	Prv Jb Chlng	98	Jb Frdm
75	Trng & Abl Use		

enlisted personnel. The lowest R^2 for this variable was .417. Thus, more than 40 percent of the variance in job satisfaction for these three groups can be explained by job challenge.

Preparation for future responsibility is common to all four groups. It is the first variable in the equation for female officers and explains 47.5 percent of the variance.

Job freedom is also a factor for women officers and enlisted men and women. Superior satisfaction is common to male officers and enlisted females.

AID and Regression Summary

This chapter presented the results of the AID and regression analyses of job satisfaction. Overall, the results are very similar. Both indicate that job challenge and preparation for future responsibility are strong predictors of job satisfaction, especially for male officers and female and male enlisted personnel. Leadership/supervision satisfaction and job freedom are important predictors for female officers, in addition to preparation for future responsibility.

A more detailed discussion of the job satisfaction results can be found in Chapter VI.

CHAPTER VI

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Faced with decreasing numbers of male recruits, Air Force decision-makers see increased utilization of women as the answer to the personnel shortage. Women are viewed as a key factor in the success of the all-volunteer force. Having recognized the potential of women as a manpower resource, the Air Force has made a firm commitment to increase the number of women on active duty. It is projected that, by fiscal year 1985, 18 percent of the total Air Force strength will be female (Chayes, 1980:3).

However, simply acquiring large numbers of women will not be sufficient to meet manpower needs in the future. The Air Force must also be able to retain them. In order to accomplish this, Air Force officials must have a clear and thorough understanding of the variables which influence women to make the Air Force a career. Without that understanding, the Air Force will be unable to develop programs and initiate policy changes which will improve female retention.

This research effort was conducted in order to improve understanding of women in the Air Force, gain more insight into their career objectives, and determine if career

intent for women is affected by different factors than for men. This was accomplished by examining career intent for female and male officer and enlisted personnel. Because of its close association with career intent, job satisfaction was also investigated. Data from the 1980 Quality of Air Force Life survey were used to perform the research.

This chapter summarizes the career intent and job satisfaction results for female and male officer and enlisted personnel. The findings are presented as they relate to the major objectives of the study. The chapter concludes with the author's recommendations for further research.

Career Intent

The most important objectives of this study were to identify those variables which are associated with and influence career intent of women and to determine if those variables are different from the ones which influence career intent of men. To accomplish this, the Automatic Interaction Detection (AID) algorithm and linear stepwise regression were used to analyze the data, with career intent as the criterion variable. The analyses were performed using the responses of female and male officer and enlisted personnel. Three major groups were studied: the total population, first term personnel, and personnel with four to ten

years of service. Only non-rated line officers were included in the study.

Tables 29-32 show the results of the AID and regression career intent analyses for female and male officer and enlisted personnel. The variables which are circled in each table are variables which emerged in both AID and regression runs for a particular group. It is assumed that these variables are probably stronger predictors of career intent than ones which appeared in only one of the analysis techniques.

Each table also notes the actual number of cases used to perform the analysis for an individual group. As these numbers indicate, 95 percent of the total female officer population in the study sample consists of women officers with less than ten years of service; and 94 percent of the enlisted women have less than ten years. On the other hand, only 43 percent of the male officers and 35 percent of the enlisted men have less than ten years of service. Thus, the compositions of the female populations are very different from those of the male populations, and this fact should be kept in mind when making comparisons between the female and male groups.

For the interested reader, a correlation matrix, for the female and male officer and enlisted groups, can be found in Tables 38-41, Appendix D. Each matrix includes

career intent, job satisfaction, and prediction variables which appeared more than once in the career intent analysis.

Female Officer Personnel

Table 29 shows the results of the AID and regression career intent analyses for female officer personnel. As indicated in the table, the results for all female officers and first term female officers are very similar. This is not surprising, however, because over 78 percent of all female officers in the study are first term personnel. For both these groups, negative career intent is associated with low job satisfaction.

The results for female officers with four to ten years of service are more complicated to analyze. As discussed in Chapter IV, two regressions were performed for this group. One regression was run with the work variable (question 37) in the analysis, and one was made without it. The results for both regressions are shown in Table 29. The only variable in both the AID analysis and a regression is question 77, attitude of spouse or immediate family. Job satisfaction appears only in the regression in which the work variable was deleted.

In summarizing the results, it appears that career intent for female officer personnel is primarily a factor of job satisfaction. Attitude of spouse or family seems to

TABLE 29
SUMMARY OF CAREER INTENT ANALYSIS
(FEMALE OFFICER PERSONNEL)

Question Number	All Female Officers (N=101)		First Term Female Officers (N=79)		Female Officers with 4 to 10 Years (N=17)	
	AID	Regres.	AID	Regres.	AID	Regres.
33						X
49	X		X			X
51						
72						
75	X		X			
77	X		X			
78	X		X			
89			X			
90	X		X			
92						X
93						X
96	X					X
97						X
99						X
104						X
HOPP	X		X			
Cum. R2	.624		.428		.568	.347
						.569
						.910
						.868

NOTE: "X" indicates which variable was in the regression when Q37 was used.
"✓" indicates which variable was in the regression when Q37 was deleted.

Ques. No.	Subject	Ques. No.	Subject	Ques. No.	Subject
33	Comp CIV Pay	78	Rank/Resp	96	Jb Fdk
49	Futr Resp	89	Ldrship/Supv	97	Job Rec
51	Non-Job Act	90	Sup Sat	99	Eqty
72	Prv Jb Chng	92	Ldrship Qual	104	Prsnl Growth
75	Trng & Abil Use	93	Disc	105	Job Sat
77	Fav Fam Att				

be a factor for female officers with four to ten years of service. This may indicate that more of these women are married; and therefore, family opinion plays a more important role in the career decision.

Male Officer Personnel

Table 30 shows the career intent results for male officer personnel. As the results indicate, attitude of spouse or immediate family is a factor for all three groups. It was the first predictor of career intent in both AID and regression runs for all male officers and first term male officers, but it was only used in the fourth AID split for male officers with four to ten years of service. Therefore, it appears to be a much stronger predictor for male officers in the total population and those with less than four years. Mosbach and Scanlan (1979) also found that family opinion was consistently important for officers in the first six years but only moderately important thereafter (Mosbach and Scanlan, 1979:96).

For male officers in the total population, those who do not associate the Air Force with retirement benefits or think the Air Force requires participation in too many non-job activities are more inclined to leave the service. The retirement benefit may be so important for this group because over 57 percent have more than ten years in the

TABLE 30
SUMMARY OF CAREER INTENT ANALYSIS
(MALE OFFICER PERSONNEL)

Question Number	All Male Officers (N=973)		First Term Male Officers (N=239)		Male Officers with 4 to 10 years (N=178)	
	AID	Regres.	AID	Regres.	AID	Regres.
33		X		X		X
35				X		
49	X	X			X	
51	X	X			X	
72	X	X			X	
74	X	X		X	X	
75		X				
77	X	X		X	X	
89						X
93	X	X				
99	X	X		X		
100	X			X		
104	X					
109						
Hopp		X				
Cum. R2	.195	.225	.433	.422	.407	.214
Ques. No.	Subject	Ques. No.	Subject	Ques. No.	Subject	Ques. No.
33	Comp Civ Pay	74	Ret. Bnft	99	Eqty Sat	
35	AF Base	75	Trng & Abil Use	100	Civ Life	
49	Futur Resp	77	Fav Fam Att	104	Prsnl Grwth	
51	Non-job Act	89	Lrdshp/Supv	109	Health	
72	Prv Jb Chng	93	Disc	HOPP	Job Sat	

service. These individuals are more committed to an Air Force career and, as a result, are probably more concerned with retirement benefits.

Association of an Air Force career with interesting and challenging jobs is an important influence in the career decision for first term male officers, while officers with four to ten years are influenced by the belief that they can get more of an even break in civilian life.

Female Enlisted Personnel

Table 31 shows the career intent results for female enlisted personnel. As with female officers, the results for all enlisted females and first term females are very similar. Approximately 71 percent of the enlisted women in the survey have less than four years in the service. For both these groups, individuals with negative career intent think they can get more of an even break in civilian life, do not think an Air Force career provides a high salary, and do not think the Air Force provides interesting and challenging jobs.

For female enlisted personnel with four to ten years of service, those who think military pay is less than civilian pay have negative career intent.

TABLE 31
SUMMARY OF CAREER INTENT ANALYSIS
(FEMALE ENLISTED PERSONNEL)

Question Number	All Female Enlisted (N=215)		First Term Female Enlisted (N=152)		Female Enlisted with 4 to 10 years (N=50)	
	AID	Regres.	AID	Regres.	AID	Regres.
33	X				X	X
35	X				X	
37	X		X			
49			X			
65					X	
69	X			X		
70	X	X	X	X		
72	X	X	X	X		
75	X					
77			X			X
78				X		
90			X			X
92	X					X
93	X					X
96						X
97						X
99	X					X
100	X					X
104						X
Cum. R2	.339	.312		.427	.380	.527
						.460

Ques. No.	Subject	Ques. No.	Subject	Ques. No.	Subject
33	Comp CIV Pay	72	Prv Jb Chng	93	Disc
35	AF Base	75	Trng & Abl Use	96	Jb Fdbk
37	Work	77	Fav Fam Att	97	Job Rec
49	Futr Resp	78	Rank/Resp	99	Eqty
65	Ret Imp	90	Sup Sat	100	CIV life
69	Rank/Resp Imp	92	ldrshp Qual	104	prsnl growth
70	High Sal		Hopp		Job Sat

Male Enlisted Personnel

Table 32 shows the career intent results for the male enlisted population. An inspection of the table shows that negative career intent is associated with an unfavorable attitude of spouse or immediate family toward an Air Force career for all three male enlisted groups.

Discipline, quality of Air Force leadership, and job challenge are also predictors for enlisted men in the total population. Those with negative career intent think discipline in the Air Force is strict, think the quality of leadership is poor, and find their jobs boring.

First term enlisted men tend to be influenced by the desirability of living on an Air Force base, association of an Air Force career with interesting and challenging jobs, as well as attitude of spouse or immediate family. Since the majority of those enlisted personnel required to live in the barracks are first termers, desirability of living on an Air Force base would be more important to them than the other groups. If an enlisted man strongly dislikes living in the barracks, he is more inclined to leave the Air Force. Patterson (1977) also found this factor to be a strong predictor of career intent for first term personnel.

For enlisted men with four to ten years of service, those with negative career intent have a spouse or immediate family with a negative attitude toward an Air Force career and do not think an Air Force career provides a high salary.

TABLE 32
SUMMARY OF CAREER INTENT ANALYSIS
(ALL MALE ENLISTED PERSONNEL)

Question Number	All Male Enlisted (N=2798)		First Term Male Enlisted (N=594)		Male Enlisted with 4 to 10 years (N=399)	
	AID	Regres.	AID	Regres.	AID	Regres.
29					X	X
35	X	X				
48	X	X				
65		X		X		X
69	X			X		X
70			X	X		X
72			X	X		X
74					X	X
75	X		X	X		X
77	X	X	X	X		X
89	X	X	X	X		X
92	X	X				
93	X	X				
100					X	X
Hopp			X			
Cum. R2	.249	.320	.317	.347	.272	.292

Ques. No.	Subject	Ques. No.	Subject	Ques. No.	Subject
29	Econ Sec	70	High Sal	89	Ldrshp/Supv
35	AF Base	72	Prv Jb Chlng	92	Ldrshp Qual
48	Jb Chlng	74	Ret Bnft	93	Disc
65	Ret Imp	75	Trng & Abl Use	100	Civ Life
69	Rank/Resp	77	Fav Fam Att	Hopp	Job Sat

Job Satisfaction

Another major objective of this research was to examine job satisfaction for female and male officer and enlisted personnel. This was accomplished because job satisfaction has often been associated with career intent (Thompson, 1975; Vrooman, 1976).

Table 33 shows the results of the AID and regression analyses of job satisfaction for all four groups. Variables which appeared in both AID and regression runs for a particular group are circled in the table.

An inspection of the table shows that job challenge and preparation for future responsibility are of major importance in defining those individuals with different levels of job satisfaction. Each of these variables appeared at least once for each group. Job challenge seems to be particularly important for male officers and enlisted men and women, while preparation for future responsibility is important to both female and male officers.

Other factors associated with low job satisfaction for women officers are leadership/supervision dissatisfaction and lack of job freedom. For male officers, lack of free time is also related to low job satisfaction.

In addition to job challenge, the relationship with superiors is a strong predictor of job satisfaction for enlisted women. Job satisfaction for male enlisted personnel

TABLE 33
SUMMARY OF JOB SATISFACTION ANALYSIS
(ALL PERSONNEL)

Question Number	Female Officers (N=99)		Male Officers (N=968)		Female Enlisted (N=212)		Male Enlisted (N=2790)	
	AID	Regres.	AID	Regres.	AID	Regres.	AID	Regres.
36	X		X	X	X	X	X	X
48	X	X	X	X	X	X	X	X
49	X	X	X	X	X	X	X	X
62	X							
65					X			
72			X		X		X	X
74					X			
75					X			
77							X	
89	X	X						
90					X	X		
98	X	X					X	X
104					X			
Cum. R ²	.716	.640	.509	.567	.554	.517	.489	.534
Ques. No.	Subject	Ques. No.	Subject	Ques. No.	Subject	Ques. No.	Subject	Ques. No.
36	Free Time	72	Pry Jb Chlng	72	Ldrshp/Supv	89		
48	Jb Chlng	74	Ret Bnft	74	Sup Sat	90		
49	Futr Resp	75	Trng & Use	75	Jb Frdm	98		
62	Prom Imp	77	Fav Fam Att	77	Prsnl Grwth	104		
65	Ret Imp							

is primarily a function of job challenge, preparation for future responsibility, association of an Air Force career with interesting and challenging jobs, and job freedom.

Question 72, association of an Air Force career with interesting and challenging jobs, appears at least once for male officers and enlisted men and women. It may be argued this question measures the same thing as question 48, job challenge. However, there is a difference between the two. Question 48 is more specific and is concerned with an individual's evaluation of his/her present job. Question 72, on the other hand, wants to know if a person feels that an Air Force career, in general, provides challenging jobs. It is possible for a person to find his/her present job boring, yet still think there are challenging jobs in the Air Force. For example, a man may think his present job is boring only because he has been doing it for a long time. He may be going PCS and looking forward to the next job, so his present job is no longer interesting. Therefore, while the two questions are closely related, they do not measure the same thing. However, this writer believes that the appearance of either variable in a group analysis indicates that having a job which is challenging is important to that group.

For the interested reader, a correlation matrix, for each group, containing job satisfaction and the predictor

variables discussed in this section, can be found in Tables 42-45, Appendix D.

Conclusions

The review of the career intent analyses indicates that different factors do influence the career intent of women and men in the Air Force. There is also a difference in the factors which influence female officer personnel and female enlisted personnel.

Career intent for female officers is primarily a function of job satisfaction, and it is the only group for which the job satisfaction measure plays a major role in the career decision. On the other hand, the attitude of spouse or immediate family is the dominant factor in the career intent of male officer personnel. Other factors important to male officers include retirement benefits, belief that they can get more of an even break in civilian life, challenging and interesting jobs, and participation in too many non-job activities.

Female enlisted personnel appear to be influenced more by extrinsic factors or benefits. Belief that they can get more of an even break in civilian life, association of an Air Force career with a high salary, and comparison of military pay with civilian pay are the extrinsic factors which influence career intent for enlisted women. The only

job-related predictor is the association of an Air Force career with interesting and challenging jobs.

It is rather interesting that enlisted women with negative career intent think they can get more of an even break in civilian life. The Air Force has often taken the lead in promoting women's programs and presently offers many job opportunities not available to women in the private sector. In many ways, the Air Force has gone out of its way to accommodate female personnel. Therefore, exactly why women feel civilian life may be better warrants further study. It could be that they only think the grass is greener on the other side.

Attitude of spouse or immediate family is a primary factor of career intent for all male enlisted personnel. Other predictor variables include discipline, desirability of living on an Air Force base, association of an Air Force career with interesting and challenging jobs, job challenge, an Air Force career and a high salary, and quality of Air Force leadership.

In examining the results for female and male enlisted personnel, there are two factors in common. These are association of an Air Force career with interesting and challenging jobs and association of an Air Force career with a high salary. However, a high salary seems to only be

important for enlisted men in the four to ten year group, whereas, it is a very strong influence for enlisted women.

One of the most significant findings of this study is the importance of the spouse or immediate family in the career decision for both male officer and enlisted personnel. Family opinion is not nearly as important for female personnel. One explanation for this is the fact that the majority of men in the Air Force are married. (In this study, over 83 percent of male officers were married and over 64 percent of the enlisted men were married as compared to 45 percent of the female officers and 43 percent of the female enlisted.) Another reason family attitude is not as important to women is the fact that the majority of women who are married have a spouse in the military. A military spouse would probably have a more positive attitude toward the Air Force than a civilian spouse. However, it is this writer's belief that family opinion will play a greater role in career intent for women as more of them enter the Air Force, marry, and have children.

Another important finding of the study is the fact that different variables seem to influence career intent for all the groups with four to ten years of service. It appears that once the decision is made at the four-year point to remain in the service, other factors enter the picture.

The review of the job satisfaction analyses indicates that job satisfaction is primarily a function of job challenge and preparation for future responsibility. Additional factors which influence job satisfaction for women officers are job freedom and leadership/supervision satisfaction, while male officer job satisfaction is also a factor of satisfaction with free time. Job satisfaction for enlisted women seems to be influenced by superior satisfaction, whereas, male enlisted job satisfaction seems to be influenced by job freedom.

For both female officer and enlisted personnel, the relationship with the supervisor or superior has a direct influence on job satisfaction. This finding may indicate that supervisors are still not comfortable working with women or may have negative attitudes toward working women.

Recommendations for Further Research

As the Air Force comes to rely more and more on women to ease the personnel shortage, information concerning the career objectives of women will continue to be of extreme interest. While this study has identified many of the factors associated with career intent of women, it has also accomplished something even more important. The findings clearly suggest that continued research in this area is not only desirable but also necessary if the Air Force hopes

to improve retention. This study has identified the direction that research should take so that Air Force officials can obtain a better understanding of its female resources. The following suggestions and recommendations are made as being of potential value for expanding the knowledge concerning women in the Air Force.

1. The majority of women in the Air Force are concentrated in the lower year groups. It is, therefore, recommended that future studies which compare men and women be restricted to first term personnel or personnel with less than ten years of service.

2. Career intent for female officers is primarily dependent upon job satisfaction. It would be beneficial to know if women in certain career fields have lower job satisfaction than others. If only certain career fields have problems, then the Air Force can investigate those more thoroughly and implement some corrective actions.

3. Female enlisted personnel with negative career intentions think they can get more of an even break in civilian life. A study to determine why they perceive this would be useful in identifying problem areas.

4. For both female officer and enlisted personnel, supervisors and superiors are an important influence in job satisfaction. If specific areas are identified in the

supervisor-job satisfaction relationship, the Air Force can take action to correct the problems.

5. Personnel with four to ten years of service seem to be influenced by different variables. The Air Force is losing a lot of people in this group, and it might be worthwhile to conduct a more comprehensive study in this area.

APPENDIX A

UNITED STATES AIR FORCE QUALITY OF
AIR FORCE LIFE ACTIVE DUTY AIR
FORCE PERSONNEL SURVEY

PRIVACY ACT STATEMENT

In accordance with paragraph 30, AFR 12-35, Air Force Privacy Act Program, the following information about this survey is provided:

a. Authority. Federal Statute Title 10, United States Code, Section 8012, Secretary of the Air Force: Powers and Duties, Delegation by.

b. Principal Purpose. This survey is being conducted to gain the attitudes and opinions of Air Force members on a variety of subjects of interest to Headquarters USAF.

c. Routine Use. The survey data will be converted to statistical information for use by decision makers in development of future personnel plans and policies.

d. Participation in this survey is entirely voluntary.

e. No adverse action of any kind may be taken against any individual who elects not to participate in any or all of this survey.

GENERAL INSTRUCTIONS

Please do not fold, staple, or otherwise damage the answer sheet.

Select only one answer to each question.

Mark your answers on the answer sheet. It is not necessary to write on the survey itself. Please use a No. 2 pencil.

Be sure to mark your answers carefully so that you enter them opposite the same answer sheet number as survey question number.

Be sure that your answer marks are heavy and that you blacken the oval-shaped space. Erase all changes completely and carefully so as not to tear the answer sheet.

Right Way to Mark Answer Sheet	1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 2 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 3 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
--------------------------------------	---

Wrong Way to Mark Answer Sheet	5 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 6 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 7 <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 8 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
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Special Instructions: Items one and two below will be used to determine your place of assignment. Refer to paragraph two of your cover letter or the back of this page for the letter code for your base. The first letter will be the letter you will use to mark item one to mark for item one on your answer sheet; the second letter will be the letter you will use to mark choice for you to mark for item two on your answer sheet. Now, go ahead to item three and be sure that your answer is marked in the appropriate place on item three on your answer sheet.

1. (Please mark the answer sheet with code described above)
2. (Please mark the answer sheet with code described above)
3. What is your present active duty grade?

A. Colonel	I. Senior Master Sergeant
B. Lieutenant Colonel	J. Master Sergeant
C. Major	K. Technical Sergeant
D. Captain	L. Staff Sergeant
E. First Lieutenant	M. Sergeant
F. Second Lieutenant	N. Senior Airman
G. Warrant Officer	O. Airman First Class
H. Chief Master Sergeant	P. Airman
	Q. Airman Basic
4. What is your command of assignment (the command that maintains your personnel records)?

A. Alaskan Air Command	M. Air Force Data Automation Agency
B. U.S. Air Force Academy	N. Military Airlift Command
C. U.S. Air Forces in Europe	O. Pacific Air Forces
D. Air Force Accounting and Finance Center	P. Strategic Air Command
E. Air Force Logistics Command	Q. Tactical Air Command
F. Air Force Systems Command	R. Electronic Security Command
G. Air Personnel Personnel Center	S. Air Force Military Personnel Center
H. Air Training Command	T. Air Force Inspection and Safety Center
I. Air University	U. Air Force Space Agency
J. Headquarters Air Force Reserve	V. Air Force Office of Special Investigations
K. Headquarters USAF	W. Other
L. Air Force Communications Command	
5. How much total active federal military service have you completed?

A. Less than 1 year	D. 14 years but less than 15
B. 1 year but less than 2	E. 15 years but less than 16
C. 2 years but less than 3	F. 16 years but less than 17
D. 3 years but less than 4	G. 17 years but less than 18
E. 4 years but less than 5	H. 18 years but less than 19
F. 5 years but less than 6	I. 19 years but less than 20
G. 6 years but less than 7	J. 20 years but less than 21
H. 7 years but less than 8	K. 21 years but less than 22
I. 8 years but less than 9	L. 22 years but less than 23
J. 9 years but less than 10	M. 23 years but less than 24
K. 10 years but less than 11	N. 24 years but less than 25
L. 11 years but less than 12	O. 25 years but less than 26
M. 12 years but less than 13	P. 26 years but less than 27
N. 13 years but less than 14	Q. 27 years or more

6. What is your highest level of education now (include accepted GED credits)?

- A. Some high school (did not graduate)
- B. High school graduate (no college)
- C. Trade or technical school (no college)
- D. Some college, but less than one year
- E. One year college, but less than two
- F. Two years college, but less than three (including two-year associate degree)
- G. Three years or more college, no degree
- H. Registered nurse diploma program
- I. College degree (BS, BA, or equivalent, except LL.B.)
- J. Graduate work beyond bachelor degree (no master's degree)
- K. Master's degree
- L. Postgraduate work beyond master's degree
- M. Doctorate degree (includes LL.B., J.D., D.D.S., M.D., and D.V.M.)

7. What is your marital status?

- A. Married and spouse is not a member of a military service
- B. Married and spouse is a member of a military service
- C. Never been married
- D. Divorced and not remarried
- E. Legally separated
- F. Widower/widow

8. What was the source of your commission?

- A. Not applicable, I am enlisted
- B. CPS
- C. CDS
- D. PCPS
- E. Aviation Cadet
- F. Navigation Cadet
- G. USAFA
- H. USMA
- I. USNA
- J. Other

9. Which one of the following do you consider yourself?

- A. Black
- B. Spanish Speaking Origin (Cuban, Puerto Rican, Mexican American, Spanish Descent)
- C. American Indian
- D. Asian Origin (Chinese, Japanese, Korean, Filipino, or Asian American)
- E. White (Other than Spanish Speaking Origin)
- F. Other

10. What is your sex?

- A. Male
- B. Female

11. Which one of the following best describes your attitude toward making the Air Force a career?
- A. Definitely intend to make the Air Force a career
B. Most likely will make the Air Force a career
C. Undecided
D. Most likely will not make the Air Force a career
E. Definitely do not intend to make the Air Force a career
12. At the time you came on active duty in the Air Force, which one of the following best describes the attitude you had toward making the Air Force a career?
- A. Definitely intended to make the Air Force a career
B. Was inclined toward making the Air Force a career
C. Was undecided
D. Was not inclined toward an Air Force career
E. Definitely did not intend to make the Air Force a career
13. Which of the following best describes your attitude toward retirement at 20 years of military service?
- A. Not applicable have over 20 years service
B. Definitely will remain on active duty beyond 20 years
C. Probably will remain on active duty beyond 20 years
D. Undecided
E. Probably will retire at or soon after reaching 20 years
F. Definitely will retire at or soon after reaching 20 years
G. I will probably leave the service before 20 years of service
14. When does your active duty service commitment expire?
- A. No active duty service commitment
B. In less than 1 year
C. In greater than 1 year but less than 2 years
D. In greater than 2 years but less than 3 years
E. In greater than 3 years
15. How often do you think about quitting the Air Force?
- A. Never
B. Rarely
C. Sometimes
D. Often
E. Constantly
16. Enter the code for the first digit of your duty Air Force Specialty Code (AFSC) opposite item 16 on your answer sheet.
- | | |
|------|------|
| A. 0 | F. 5 |
| B. 1 | G. 6 |
| C. 2 | H. 7 |
| D. 3 | I. 8 |
| E. 4 | J. 9 |
17. Enter the code for the second digit of your duty AFSC opposite item 17 on your answer sheet.
- | | |
|------|------|
| A. 0 | F. 5 |
| B. 1 | G. 6 |
| C. 2 | H. 7 |
| D. 3 | I. 8 |
| E. 4 | J. 9 |

18. Enter the code for the third character of the first word of your answer here.

19. What is your current primary informant/patient?

- A. Pilot
 - B. Navigator
 - C. Flight Surgeon
 - D. Other Aeronautical Rating
 - E. None rated

The following questions address the extent of your knowledge of each activity. Please rate your degree of satisfaction with the level of the descriptions shown below.

ECONOMIC STANDARD: satisfaction of basic human needs such as food, shelter, clothing; the ability to maintain an acceptable standard of living.

20. To what degree are you satisfied with the following negative aspects of your life? (Select one of the seven points on the satisfaction scale.)

Highly Dissatisfied Neutral Highly Satisfied

11. Most of the time my military service pay is adequate to cover the basic expenses with at least a little left over.

- A. Strongly disagree
 - B. Disagree
 - C. Slightly disagree
 - D. Neither agree or disagree
 - E. Slightly agree
 - F. Agree
 - G. Strongly agree

11. In the future I believe my military income will provide me with an acceptable standard of living.

- A. Strongly disagree
B. Disagree
C. Slightly disagree
D. Neither agree or disagree
E. Slightly agree
F. Agree
G. Strongly agree

- How do you see your future military force's combat power inflation as compared to the future day of technological breakthrough?

- N. Military cover letter able to keep up with infiltration
O. Military cover letter able to keep up with infiltration
P. No difference between military and non-military civilians
Q. Non-government organization cover letter able to keep up with infiltration
R. Non-government organization cover letter able to keep up with infiltration

24. In comparison to two years ago, how has your overall financial condition changed (consider savings, investments, debts, possessions)?
- A. I am in much better condition
B. I am in somewhat better condition
C. I am in about the same condition
D. I am in somewhat worse condition
E. I am in much worse condition
25. The future financial security of myself and my family is of daily concern to me.
- A. Strongly disagree
B. Disagree
C. Slightly disagree
D. Neither agree nor disagree
E. Slightly agree
F. Agree
G. Strongly agree
26. Would you recommend Air Force Service to a young man/woman?
- A. Am inclined to recommend AF Service
B. Am slightly inclined to recommend AF Service
C. Would not recommend AF Service
D. Don't know
27. Which of the following best describes the impact of inflation on you over the last two years?
- A. Inflation has had relatively little effect on me
B. Have just been able to make ends meet
C. Have had to withdraw from my savings to make ends meet
D. Have gone deeper in debt to make ends meet
E. Both C and D above
F. None of the above
28. Do you or your dependents, if any, currently receive federal, state, county (public) assistance?
- A. No
B. Yes, food stamps only
C. Yes, monetary payment only
D. Yes, food stamps and monetary payment

ECONOMIC SECURITY: Guaranteed employment; retirement benefits; insurance; protection for self and family.

29. To what degree are you satisfied with the ECONOMIC SECURITY aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

Highly
Dissatisfied

Neutral

Highly
Satisfied

30. Do you hold a second job?

A. No

Yes, I work (choose one answer below)

- B. 1-5 hours per week
- C. 6-10 hours per week
- D. 11-20 hours per week
- E. 21-30 hours per week
- F. Over 30 hours per week

31. Does your spouse work?

A. Not applicable, I am not married or I am legally separated

I am married and my spouse

- B. Resides with me, and has a paying job
- C. Resides with me, and does not work
- D. Does not reside with me, and has a paying job
- E. Does not reside with me, and does not work

32. The main reason that I have a second job, and/or that my spouse works is that we have to in order to make ends meet.

- A. Not applicable
- B. Strongly disagree
- C. Disagree
- D. Undecided
- E. Agree
- F. Strongly agree

33. How do you think your military pay (including all allowances and fringe benefits) compares with pay in civilian employment for similar work?

- A. Military pay is far higher than civilian
- B. Military pay is somewhat higher than civilian
- C. Both about equal
- D. Military pay is somewhat less than civilian
- E. Military pay is far less than civilian

34. If I left the Air Force tomorrow, I think it would be very difficult to get a job in private industry with pay, benefits, duties, and responsibilities comparable with those of my present job.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

35. An Air Force base is a desirable place to live.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

Please rate the degree of satisfaction with your free time based on the following description:

FREE TIME: Amount, use, and scheduling of free time alone, or in voluntary associations with others; variety of activities engaged in.

36. To what degree are you satisfied with the FREE TIME aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

Highly Dissatisfied	Neutral	Highly Satisfied
------------------------	---------	---------------------

Please rate the degree of satisfaction with your work based on the following description:

WORK: Doing work that is personally meaningful and important; pride in my work; job satisfaction; recognition for my efforts and my accomplishments on the job.

37. To what degree are you satisfied with the WORK aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

Highly Dissatisfied	Neutral	Highly Satisfied
------------------------	---------	---------------------

38. To what extent are you satisfied with the relationship you have with your peers?

- A. Highly dissatisfied
- B. Dissatisfied
- C. Neutral
- D. Satisfied
- E. Highly satisfied

39. To what extent are you satisfied with the relationship you have with subordinates?

- A. Highly dissatisfied
- B. Dissatisfied
- C. Neutral
- D. Satisfied
- E. Highly satisfied
- F. Not applicable

40. On most work days, how often does time seem to drag for you?

- A. About half the day or more
- B. About 1/3 of the day
- C. About 1/4 of the day
- D. About 1/8 of the day
- E. Time never seems to drag

41. Some people are completely involved in the job -- they are absorbed in it night and day. For others, their job is simply one of several interests. How involved do you feel in your job?

- A. Very little; my other interests are more absorbing
- B. Slightly involved
- C. Moderately involved; my job and my other interests are equally absorbing to me
- D. Strongly involved
- E. Very strongly involved; my work is the most absorbing interest in my life

42. How often do you do extra work for your job which is not really required of you?
- A. Almost every day
B. Several times a week
C. About once a week
D. Once every few weeks
E. About once a month or less
43. Would you say you work harder, less hard, or about the same as other people doing your type of work in your work organization?
- A. Much harder than most others
B. A little harder than most others
C. About the same as most others
D. A little less hard than most others
E. Much less hard than most others
44. Which one of the following shows how much of the time you feel satisfied with your job?
- A. All the time
B. Most of the time
C. A good deal of the time
D. About half of the time
E. Occasionally
F. Seldom
G. Never
45. Choose one of the following statements which best tells how well you like your job.
- A. I hate it
B. I dislike it
C. I don't like it
D. I am indifferent to it
E. I like it
F. I am enthusiastic about it
G. I love it
46. Which one of the following best tells how you feel about changing your job?
- A. I would quit this job at once if I could
B. I would take almost any other job in which I could earn as much as I am earning now
C. I would like to change both my job and my occupation
D. I would like to exchange my present job for another one
E. I am not eager to change my job, but I would do so if I could get a better job
F. I cannot think of any jobs for which I would exchange
G. I would not exchange my job for any other
47. Which one of the following shows how you think you compare with other people?
- A. No one likes this job better than I like mine
B. I like job much better than most people like theirs
C. I like my job better than most people like theirs
D. I like my job about as well as most people like theirs
E. I dislike my job more than most people dislike theirs
F. I dislike my job much more than most people dislike theirs
G. No one dislikes this job more than I dislike mine

48. How do you evaluate your present Air Force job?
- A. Not at all challenging
 - B. Not very challenging
 - C. Somewhat challenging
 - D. Challenging
 - E. Very challenging
49. Do you think your present job is preparing you to assume future positions of greater responsibility?
- A. Definitely not
 - B. Probably not
 - C. Undecided
 - D. Probably yes
 - E. Definitely yes
50. What is your estimate of the average number of hours per week you spend on the job?
- A. Less than 30 hours
 - B. 31-35
 - C. 36-40
 - D. 41-45
 - E. 46-50
 - F. 51-55
 - G. 56-60
 - H. More than 60
51. The Air Force requires me to participate in too many activities that are not related to my job.
- A. Strongly disagree
 - B. Disagree
 - C. Undecided
 - D. Agree
 - E. Strongly agree
52. Air Force members should take more interest in mission accomplishment and less interest in their personal concerns.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
53. To what extent do you have trust in senior Air Force decision makers?
- A. None at all
 - B. Very little extent
 - C. Some
 - D. Great extent
 - E. Undecided
54. To what extent do you have confidence in senior Air Force decision makers?
- A. None at all
 - B. Very little extent
 - C. Some
 - D. Great extent
 - E. Undecided

55. The AF is a good organization to work for today.

- A. Strongly disagree
- B. Disagree
- C. Slightly disagree
- D. Neither agree nor disagree
- E. Slightly agree
- F. Agree
- G. Strongly agree

56. Five years ago, the AF was a good organization in which to work.

- A. Strongly disagree
- B. Disagree
- C. Slightly disagree
- D. Neither agree nor disagree
- E. Slightly agree
- F. Agree
- G. Strongly agree
- H. Not applicable, I have served less than five years

57. Considering just the trends you observe today in the Air Force, five years from now, the AF will be a good place to work.

- A. Strongly disagree
- B. Disagree
- C. Slightly disagree
- D. Neither agree nor disagree
- E. Slightly agree
- F. Agree
- G. Strongly agree

58. I wish that Air Force members had a genuine concern for national security.

- A. Strongly disagree
- B. Disagree
- C. Inclined to disagree
- D. Undecided
- E. Inclined to agree
- F. Agree
- G. Strongly agree

59. Select the one factor which TODAY would influence you the most to make the Air Force a career.

- A. Opportunity for training and education in the Air Force
- B. My Air Force job (challenging, provides sense of accomplishment, etc)
- C. Pay and allowances
- D. Housing
- E. Promotion system and opportunity
- F. Fringe benefits (medical and dental care, BX, commissary, etc)
- G. Leadership and supervision in the Air Force
- H. Travel and new experiences
- I. Have "say" in future assignments
- J. Security of Air Force life
- K. Air Force policies and procedures
- L. The retirement system
- M. Opportunity to serve my country
- N. Some other factor
- O. I do not intend to make the Air Force a career

- bC. Select the one factor which TODAY would influence you the most NOT to make the Air Force a career.

- A. Family separation
 - B. My Air Force job (little challenge, little sense of accomplishment, etc)
 - C. Pay and allowances
 - D. Housing
 - E. Promotion selection system
 - F. Promotion opportunity
 - G. Fringe benefits (medical and dental care, BX, commissary, etc)
 - H. Leadership and supervision in the Air Force
 - I. Frequent PCS moves
 - J. Little "say" in future assignments
 - K. Insecurity of Air Force life
 - L. The people
 - M. Air Force policies and procedures
 - N. Some other factor
 - O. Nothing unfavorable

This section consists of a list of 9 Career-related Outcomes. Consider each outcome separately and decide how desirable it would be to attain that outcome as a result of your career. In this section, please consider the outcomes independently of any specific career.

Indicate your desirability of attaining each outcome by selecting the appropriate letter on the scale following the outcome. The scale ranges from EXTREMELY UNDESIRABLE to EXTREMELY DESIRABLE with the midpoint (F) indicating that you are INDIFFERENT to the outcome. To be specific, DESIRABLE is taken to mean how much you would like to experience an outcome, and UNDESIRABLE means how much you would dislike experiencing it.

61. Earning a high salary.

62. Promotions based on your job performance.

- ### 63. An interesting and challenging job.

64. A set of rules and regulations governing personal behavior in such areas as dress and appearance and associations with other members of the organization.

65. A 20-year retirement program with a monthly pension of 40% of your total salary (This would be equivalent to approximately 50% of your base pay in the Air Force. By expressing it this way, comparisons between military and civilian pensions can be made.)

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

EXTREMELY
UNDESIRABLE

INDIFFERENT

EXTREMELY
DESIRABLE

66. Effective use of your abilities and training by your organization.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

EXTREMELY
UNDESIRABLE

INDIFFERENT

EXTREMELY
DESIRABLE

67. Extended separation from your immediate family (if married) or from home and friends (if unmarried).

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

EXTREMELY
UNDESIRABLE

INDIFFERENT

EXTREMELY
DESIRABLE

68. A favorable attitude on the part of your spouse (if married) or immediate family (if unmarried) regarding your career.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

EXTREMELY
UNDESIRABLE

INDIFFERENT

EXTREMELY
DESIRABLE

69. The requirement to attain positions of increased rank and responsibility in order to remain a member of your organization.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

EXTREMELY
UNDESIRABLE

INDIFFERENT

EXTREMELY
DESIRABLE

The following statements concern the degree to which you perceive the 9 Career-related Outcomes are associated with (i.e., provided by) an Air Force career.

Following each statement, indicate one of the 11 responses on the scale ranging from COMPLETELY DISAGREE to COMPLETELY AGREE that best describes the extent of your agreement or disagreement with the statement. The midpoint of the scale (F) indicates that you are UNDECIDED or have NO OPINION about the correctness of the statement and its implied association.

70. An Air Force career will provide you with a high salary.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

COMPLETELY
DISAGREE

UNDECIDED

COMPLETELY
AGREE

71. Promotions are based on job performance in the Air Force.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K

COMPLETELY
DISAGREE

UNDECIDED

COMPLETELY
AGREE

72. A career in the Air Force provides interesting and challenging roles.
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED
73. In the Air Force, you will be subject to a set of rules and regulations governing personal behavior in areas such as dress and appearance and associations with other members of the organization.
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED
74. You will be able to retire from the Air Force after 20 years service with a monthly pension of 40% of your total salary (equivalent to approximately 50% of your base pay).
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED
75. Effective use will be made of your abilities and training throughout an Air Force career.
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED
76. Extended separation from your immediate family (if married) or from home and friends (if unmarried) is one aspect of an Air Force career.
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED
77. Your spouse (if married) or your immediate family (if unmarried) has a favorable attitude regarding you having an Air Force career.
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED
78. An Air Force career will require you to attain positions of increased rank and responsibility in order to remain a member of your organization.
 A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
 COMPLETELY UNDECIDED COMPLETELY
 DISAGREE AGREED

The following statements concern the degree to which you perceive the 9 Career-related Outcomes are associated with (i.e., provided by) a civilian career.

Following each statement, please indicate one of the 11 responses on the scale ranging from COMPLETELY DISAGREE to COMPLETELY AGREE that best describes the extent of your agreement or disagreement with the statement. The midpoint of the scale (F) indicates that you are UNDECIDED or have NO OPINION about the correctness of the statement and its implied association.

79. A civilian career will provide you with a high salary.

so. Promotions are based on job performance in a civilian career.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
COMpletely UNDECIDED Completely

81 A career as a civilian provides interesting and challenging jobs

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
COMpletely UNDECIDED Completely
DISAGREE AGREE

82. In a civilian career you will be subject to a set of rules and regulations governing personal behavior in areas such as dress and appearance and associations with other members of the organization.

83. In a civilian career you will have a retirement program that offers a 20-year retirement with a monthly pension of 40% of your total salary.

84. Effective use will be made of your abilities and training throughout a civilian career.

A . . . B . . . C . . . D . . . E . . . F . . . G . . . H . . . I . . . J . . . K
COMpletely
UNDECIDED
COMpletely

85. Extended separation from your immediate family (if married) or from home and friends (if unmarried) is one aspect of a civilian career.

86. Your spouse (if married) or your immediate family (if single) has a favorable attitude regarding you having a civilian career.

A B C D E F G H I J K

COMPLETELY
DISAGREE

UNDECIDED

COMPLETELY
AGREE

87. A civilian career will require you to attain positions of increased rank and responsibility in order to remain a member of your organization.

A B C D E F G H I J K

COMPLETELY
DISAGREE

UNDECIDED

COMPLETELY
AGREE

88. What are your intentions regarding staying in or transferring from your present organization for reasons other than normal PCS?

A B C D E F G

I definitely want to transfer to trans-
I most likely will try ferring
I am leaning toward staying
I am undecided toward to stay
I am leaning likely to stay

Please rate your degree of satisfaction with leadership supervision based on the following description:

LEADERSHIP SUPERVISION: My supervisor has my interests and that of the Air Force at heart; keeps me informed; approachable and helpful rather than critical; good knowledge of the job.

89. To what degree are you satisfied with the LEADERSHIP SUPERVISION aspects of your life?

A B C D E F G

HIGHLY
DISSATISFIED

NEUTRAL

HIGHLY
SATISFIED

90. To what degree are you satisfied with the relationship you have with your superiors?

- A. Highly dissatisfied
- B. Dissatisfied
- C. Neutral
- D. Satisfied
- E. Highly satisfied

91. What is your opinion of the leadership ability of your immediate supervisor?

- A. Excellent
- B. Above average
- C. Average
- D. Below average
- E. Poor

92. What is your opinion of the quality of leadership in the Air Force?
- A. Excellent
B. Above average
C. Average
D. Below average
E. Poor
93. What is your opinion of discipline in the Air Force?
- A. Too strict
B. Somewhat strict
C. About right
D. Somewhat lenient
E. Too lenient
94. More supervision of member performance is needed at lower levels within the Air Force.
- A B C D E
STRONGLY DISAGREE DISAGREE NEUTRAL AGREE STRONGLY
DISAGREE
95. How often do you and your supervisor get together to set your personal performance objectives?
- A. Never
B. Seldom
C. Sometimes
D. Frequently
E. Very frequently
96. How often are you given feedback from your supervisor about your job performance?
- A. Never
B. Seldom
C. Sometimes
D. Frequently
E. Very frequently
97. How often does your immediate supervisor give you recognition for a job well done?
- A. Never
B. Seldom
C. Sometimes
D. Frequently
E. Always
98. How often are you given the freedom you need to do your job well?
- A. Never
B. Seldom
C. Sometimes
D. Often
E. Always

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AIR FORCE INST OF TECH WRIGHT-PATTERSON AFB OH SCHOOL--ETC F/G 5/9
CAREER INTENT OF WOMEN VIS A VIS MEN IN THE UNITED STATES AIR F--ETC(U)
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Please rate your degree of satisfaction with equity based on the following description:

EQUITY: Equal opportunity in the Air Force; a fair chance at promotion; an even break in my job/assignment selections.

99. To what degree are you satisfied with the EQUITY aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

HIGHLY
DISSATISFIED

NEUTRAL

HIGHLY
SATISFIED

100. An individual can get more of an even break in civilian life than in the Air Force.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

101. The Air Force promotion system is effective (i.e., the best qualified people are generally selected for promotion).

- A. Strongly disagree
- B. Disagree
- C. Inclined to disagree
- D. Undecided
- E. Inclined to agree
- F. Agree
- G. Strongly agree

102. On the same jobs as men, do Air Force women tend to do more, less, or about the same amount of work?

- A. Much more
- B. More
- C. About the same
- D. Less
- E. Much less

103. How does your supervisor deal with your women co-workers?

- A. Not applicable, there are no women in my unit

My supervisor is a woman and she:

- B. Expects more from the women workers than the men
- C. Treats men and women workers the same
- D. Expects more from the men workers than the women

My supervisor is a man and he:

- E. Expects more from the women workers than the men
- F. Treats men and women workers the same
- G. Expects more from the men workers than the women

Please rate your degree of satisfaction with personal growth based on the following description:

PERSONAL GROWTH: To be able to develop individual capacities; education/training; making full use of my abilities; the chance to further my potential.

104. To what degree are you satisfied with the PERSONAL GROWTH aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

HIGHLY
DISSATISFIED

NEUTRAL

HIGHLY
SATISFIED

Please rate your degree of satisfaction with personal standing based on the following description:

PERSONAL STANDING: To be treated with respect; prestige; dignity; reputation; status.

105. To what degree are you satisfied with the PERSONAL STANDING aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

HIGHLY
DISSATISFIED

NEUTRAL

HIGHLY
SATISFIED

106. The prestige of the military today is good.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

107. The prestige of the military has declined over the past several years.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

108. Senior NCOs (E7-E9) are usually given jobs with less responsibility than they should have.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

Please rate your degree of satisfaction with health based on the following description:

HEALTH: Physical and mental well-being of self and dependents; having illnesses and ailments detected, diagnosed, treated and cured; quality and quantity of health care services provided.

109. To what degree are you satisfied with the HEALTH aspects of your life?

A . . . B . . . C . . . D . . . E . . . F . . . G

HIGHLY
DISSATISFIED

NEUTRAL

HIGHLY
SATISFIED

110. Generally, how satisfied are you with the medical care you received at military medical facilities during the past 12 months?

- A. Highly dissatisfied
- B. Dissatisfied
- C. Neither satisfied nor dissatisfied
- D. Satisfied
- E. Highly satisfied
- F. Not applicable, did not visit military medical facility in past 12 months

111. Generally, how satisfied are you with the medical care your children received in military medical facilities during the past 12 months?

- A. Highly dissatisfied
- B. Dissatisfied
- C. Neither satisfied nor dissatisfied
- D. Satisfied
- E. Highly satisfied
- F. Not applicable

112. Generally, the amount of time I have had to wait for treatment at military medical facilities during the past 12 months has been reasonable.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree
- F. Not applicable

113. Generally, medical personnel at military medical facilities are pleasant and concerned about patients.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

114. Approximately how many times did you and/or your children visit a military medical facility during the past 12 months?

- A. None
- B. 1-4 times
- C. 5-8 times
- D. 9-12 times
- E. More than 12 times

115. Short tours and long tours count equally for overseas tour credit. Although certain overseas areas are more popular than others, given the same tour length, do you feel more overseas credit should be given to service in hard-to-man areas than service in more popular areas?

- A. Yes, 1 1/2 for 1
- B. Yes, 2 for 1
- C. Yes, 3 for 1
- D. No
- E. Undecided

116. Would you be more likely to volunteer for hard-to-man overseas duty if you could get extra credit for such duty?

- A. Yes
- B. No
- C. Undecided

117. Overseas volunteers may now specify only a country of choice. Would you be more likely to volunteer for overseas duty if you were assured of receiving the specific base of your choice?

- A. Yes
- B. No
- C. Undecided

118. If you were authorized to apply for an overseas Base of Preference (BOP), would you apply?

- A. Yes
- B. No
- C. Undecided

119. Would you accept a hard-to-man short tour if upon completion of the short tour you were guaranteed a Consecutive Overseas Tour (COT) in a long tour area of your choice?

- A. Yes
- B. No
- C. Undecided

120. If you were informed of all the overseas assignment options open to your AFSC and grade, would you more likely volunteer for overseas duty?

- A. Yes, definitely, I would more likely volunteer
- B. Yes, probably, I would more likely volunteer
- C. Yes, to a slight extent I would more likely volunteer
- D. No, I would not volunteer
- E. Undecided

121. Listed below are a number of alternatives for priority matching oversea returnees to available assignments. Which alternative do you prefer?

Alternative A

- 1st Consideration: Short Tour Returnees
- 2nd Consideration: Long Tour Returnees (Unaccompanied)
- 3rd Consideration: Long Tour Returnees (Accompanied)

Alternative B

- 1st Consideration: Short Tour Returnees and Long Tour Returnees (Unaccompanied) considered equally
- 2nd Consideration: Long Tour Returnees (Accompanied)

Alternative C

- 1st Consideration: Short Tour Returnees
- 2nd Consideration: Long Tour Returnees (Unaccompanied and Accompanied) considered equally

Alternative D

- 1st Consideration: Long Tour Returnees (Unaccompanied)
- 2nd Consideration: Remote Tour Returnees
- 3rd Consideration: Long Tour Returnees (Accompanied)

Alternative E

- All oversea returnees receive equal consideration

FAMILY PATTERNS: Questions 122 to 134 are to be completed only by those who have a spouse. Questions 135 to 144 are to be completed only by those who have children.

122. My spouse is:

- A. Military (USAF)
- B. Military (Other)
- C. Civilian

123. My spouse has a career or is pursuing a career in the sense that he/she has prepared himself/herself with special skills, has a commitment to that line of work and has some future plans for development of that career.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

124. What is your feeling toward your spouse having a job/career?

- A. Prefer my spouse to work outside the home
- B. All right as long as my spouse prefers to work and there are no seriously negative effects
- C. No opinion
- D. Would prefer he/she not work outside the home
- E. Prefer my spouse not pursue a career

125. Would you say that your spouse's career is compatible with your military career?

- A. Very compatible
- B. Somewhat compatible
- C. Slightly compatible
- D. Not compatible

126. Have you ever mentioned your spouse's career to your resource manager either in discussion or on your assignment preference form?

- A. Yes
- B. No

127. Resource managers should consider civilian spouse's career when assigning the military member.

- A. Strongly disagree
- B. Disagree
- C. Undecided
- D. Agree
- E. Strongly agree

128. How many times have you been separated for more than a month from your family as a result of your military duty?

- A. 0
- B. 1-2
- C. 3-4
- D. 5-6
- E. In excess of 6 times

129. What is the primary reason your spouse works outside the home?

- A. Head of household
- B. Required income
- C. Nice to have extra income
- D. Independence
- E. Self-esteem
- F. Enjoyment in work itself
- G. Personal desire to work
- H. Not applicable, spouse does not work outside the home

130. If you are a two-career family, how many years have you maintained the two-career family lifestyle?

- A. 1 but less than 2 years
- B. 2 but less than 3 years
- C. 3 but less than 4 years
- D. 4 but less than 5 years
- E. More than 5 years

131. How many hours per week does your spouse spend on the job?

- A. Less than 40 hours
- B. 40 but less than 50 hours
- C. 50 but less than 60 hours
- D. Over 60 hours

132. Independent of your spouse's feelings about an Air Force career, which would you prefer?

- A. To stay in the Air Force until retirement
- B. To leave the Air Force before retirement
- C. Undecided

133. Have you and your spouse agreed upon his/her career plans?

- A. Yes
- B. No

134. Have you and your spouse agreed upon your career plans?

- A. Yes
- B. No

Questions 135 to 144 are to be completed only by those having children.

135. Are you a single member parent?

- A. Yes
- B. No

136. How many children do you have living at home?

- A. 1
- B. 2
- C. 3
- D. 4
- E. More than 4

137. What is the age of your youngest child?

- A. Preschool 0-5 years
- B. Young school age 6-12 years
- C. Teenager 13-18
- D. Over 18

138. Would you use a professionally run childcare facility which was available for use 24 hours a day whenever you needed it?

- A. Yes
- B. No

139. To what degree would you say you need such a facility?

- A. To a great extent
- B. To some extent
- C. Maybe
- D. To a little extent
- E. Not at all

Listed below are a number of factors which may represent your objections to overseas duty. Use Items 140-144 to rank your objections. First, select the reason which represents your most important objection and mark the appropriate letter on your answer sheet for Item 140. Then select the second most important reason and continue ranking until the least important reason is marked for Item 144.

- A. Financial costs (costs of relocation, living overseas or loss of additional income from second job/spouse's employment).
- B. Family considerations (school, medical care, separation from parents, etc).
- C. Quality of life overseas (housing, support facilities, cultural differences).
- D. Inability to have my spouse/family accompany me.
- E. I'm satisfied where I am and don't want to move.
- F. A reason other than those listed above.

140. First ranked reason (most important)

141. Second ranked reason

142. Third ranked reason

143. Fourth ranked reason

144. Fifth ranked reason (least important)

APPENDIX B
WEIGHTS USED IN ANALYSIS

<u>GRADE</u>	<u>WEIGHT</u>
Colonel	11.806896
Lt. Colonel	28.697727
Major	45.580402
Captain	97.713567
1st Lieutenant	29.723602
2nd Lieutenant	37.17816
Chief Master Sgt.	10.63915
Senior Master Sgt.	19.651884
Master Sgt.	72.870044
Technical Sgt.	126.81463
Staff Sgt.	269.32884
Sgt./Senior Airman	284.04469
Airman 1st Class	218.10434
Airman	323.91666
Airman Basic	2634.5834

APPENDIX C
LIST OF VARIABLES USED IN FINAL ANALYSIS

TABLE 34
LIST OF VARIABLES USED IN CAREER INTENT
AID RUNS FOR ALL GROUPS

<u>Question Number</u>	<u>Subject</u>
11	Career intent
20	Economic standard (QOAFLI) satisfaction
23	Ability of military pay to keep up with inflation
29	Economic security (QOAFLI) satisfaction
33	Comparison of military pay with civilian pay
35	Desirability of living on an Air Force base
36	Free time (QOAFLI) satisfaction
37	Work (QOAFLI) satisfaction
39	Satisfaction with relationship with subordinates
48	Job challenge
49	Preparation for future responsibility
51	Requirement to participate in too many non-job activities
61	Desire for earning a high salary
62	Desire for promotion based on job performance
63	Desire for an interesting and challenging job
65	Desire for a 20-year retirement program
69	Desire for requirement to attain positions of increased rank/responsibility
70	Association of an Air Force career with a high salary
71	Promotions in the Air Force are based on job performance
72	Association of an Air Force career with interesting and challenging jobs
74	Association of an Air Force career with a 20-year retirement program
75	An Air Force career will make effective use of ability and training
77	Favorable attitude of spouse or immediate family toward an Air Force career
78	Association of an Air Force career with requirement to attain positions of increased rank/responsibility
89	Leadership/supervision (QOAFLI) satisfaction

TABLE 34--Continued

<u>Question Number</u>	<u>Subject</u>
90	Satisfaction with relationship with superiors
91	Leadership quality of immediate supervisor
92	Quality of Air Force leadership
93	Discipline
96	Job feedback
97	Job recognition
98	Job freedom
99	Equity (QOAFLI) satisfaction
100	An individual can get more of an even break in civilian life
104	Personal growth (QOAFLI) satisfaction
105	Personal standing (QOAFLI) satisfaction
109	Health (QOAFLI) satisfaction
Hopp	Job satisfaction

TABLE 35
LIST OF VARIABLES USED IN CAREER INTENT
REGRESSION RUNS FOR ALL GROUPS

<u>Question Number</u>	<u>Subject</u>
11	Career intent
29	Economic security (QOAFLI) satisfaction
33	Comparison of military pay with civilian pay
35	Desirability of living on an Air Force base
37	Work (QOAFLI) satisfaction
48	Job challenge
49	Preparation for future responsibility
51	Requirement to participate in too many non-job activities
65	Desire for a 20-year retirement program
69	Desire for requirement to attain positions of increased rank/responsibility
70	Association of an Air Force career with a high salary
72	Association of an Air Force career with interesting and challenging jobs
74	Association of an Air Force career with a 20-year retirement program
75	An Air Force career will make effective use of ability and training
77	Favorable attitude of spouse or immediate family toward an Air Force career
78	Association of an Air Force career with requirement to attain positions of increased rank/responsibility
89	Leadership/supervision (QOAFLI) satisfaction
90	Satisfaction with relationship with superiors
92	Quality of Air Force leadership
93	Discipline
96	Job feedback
97	Job recognition
99	Equity (QOAFLI) satisfaction
100	An individual can get more of an even break in civilian life
104	Personal growth (QOAFLI) satisfaction
109	Health (QOAFLI) satisfaction
Hopp	Job satisfaction

TABLE 36
LIST OF VARIABLES USED IN JOB SATISFACTION
AID RUNS FOR ALL GROUPS

<u>Question Number</u>	<u>Subject</u>
20	Economic standard (QOAFLI) satisfaction
23	Ability of military pay to keep up with inflation
29	Economic security (QOAFLI) satisfaction
33	Comparison of military pay with civilian pay
35	Desirability of living on an Air Force base
36	Free time (QOAFLI) satisfaction
39	Satisfaction with relationship with subordinates
48	Job challenge
49	Preparation for future responsibility
51	Requirement to participate in too many non-job activities
61	Desire for earning a high salary
62	Desire for promotion based on job performance
63	Desire for an interesting and challenging job
65	Desire for a 20-year retirement program
69	Desire for requirement to attain positions of increased rank/responsibility
70	Association of an Air Force career with a high salary
71	Promotions in the Air Force are based on job performance
72	Association of an Air Force career with interesting and challenging jobs
74	Association of an Air Force career with a 20-year retirement program
75	An Air Force career will make effective use of ability and training
77	Favorable attitude of spouse or immediate family toward an Air Force career
78	Association of an Air Force career with requirement to attain positions of increased rank/responsibility
89	Leadership/supervision (QOAFLI) satisfaction
90	Satisfaction with relationship with superiors

TABLE 36--Continued

<u>Question Number</u>	<u>Subject</u>
91	Leadership quality of immediate supervisor
92	Quality of Air Force leadership
93	Discipline
96	Job feedback
97	Job recognition
98	Job freedom
99	Equity (QOAFLI) satisfaction
100	An individual can get more of an even break in civilian life
104	Personal growth (QOAFLI) satisfaction
105	Personal standing (QOAFLI) satisfaction
109	Health (QOAFLI) satisfaction
Hopp	Job satisfaction

TABLE 37
LIST OF VARIABLES USED IN JOB SATISFACTION
REGRESSION RUNS FOR ALL GROUPS

<u>Question Number</u>	<u>Subject</u>
36	Free time (QOAFLI) satisfaction
48	Job challenge
49	Preparation for future responsibility
62	Desire for promotion based on job performance
65	Desire for a 20-year retirement program
72	Association of an Air Force career with interesting and challenging jobs
74	Association of an Air Force career with a 20-year retirement program
75	An Air Force career will make effective use of ability and training
77	Favorable attitude of spouse or immediate family toward an Air Force career
89	Leadership/supervision satisfaction
90	Satisfaction with relationship with superiors
98	Job freedom
104	Personal growth (QOAF LI) satisfaction
105	Personal standing (QOAF LI) satisfaction

APPENDIX D
CORRELATION MATRICES OF SELECTED VARIABLES

TABLE 38
CAREER INTENT CORRELATION MATRIX
(ALL FEMALE OFFICER PERSONNEL)

	51	.044						
	72	-.438	-.218					
	75	-.389	-.161	.582				
	77	-.296	-.143	.306	.116			
	78	.019	.192	.045	.020	.172		
	90	-.451	-.219	.254	.120	.192	.046	
	99	-.113	-.208	.279	.368	.161	.184	.256
HOPP		-.588	-.144	.347	.362	.176	.005	.566 .267
Ques. No.	11	51	72	75	77	78	90	99

- 11 Career intent
 51 Requirement to participate in too many non-job activities
 72 Association of an Air Force career with interesting and challenging jobs
 75 Use of training and ability
 77 Favorable attitude of spouse or immediate family
 78 Association of an Air Force career with requirement to attain positions of increased rank/responsibility
 90 Satisfaction with superiors
 99 Equity satisfaction
 HOPP Job satisfaction

TABLE 39
CAREER INTENT CORRELATION MATRIX
(ALL MALE OFFICER PERSONNEL)

	35	51	72	74	77	99	100	Hopp	Ques. No.																																		
	-.101	.206	-.121	-.272	.223	-.215	-.189	.012	-.078	.158	-.330	.200	-.160	.318	.143	-.260	.191	-.211	.371	.139	.235	.246	-.189	.220	-.266	-.096	-.304	-.507	-.233	.185	-.109	.486	.056	.256	.317	-.238							

TABLE 40
CAREER INTENT CORRELATION MATRIX
(ALL FEMALE ENLISTED PERSONNEL)

Ques. No.	11	33	35	37	69	70	72	77	92	100	Hopp	
33												.164
35												-.248
37												-.029
69												.114
70												.064
72												-.340
77												-.212
92												.230
100												.189
Hopp												.169
												.044
												.101
												.056
												.411
												.299
												.270
												-.240
												-.348
												-.395
												-.240
												-.277
												-.341
												-.290
												.398
												.288
												-.321
												-.165

TABLE 41
CAREER INTENT CORRELATION MATRIX
(ALL MALE ENLISTED PERSONNEL)

35		- .312						
48		- .292	.221					
65		- .143	.121	.134				
70		- .161	.192	.116	.138			
72		- .304	.283	.419	.184	.228		
77		- .354	.314	.229	.176	.169	.320	
92		- .316	- .304	- .264	- .110	- .197	- .307	-.273
93		- .374	.173	.139	.010	.012	.167	-.082
HOPP		- .315	.269	.674	.152	.147	.446	.265
								.199
Ques.	No.	11	35	48	65	70	72	77
								92
								93
								HOPP
11								
11		Career intent						
35		Desirability of living on an Air Force base						
48		Job challenge						
65		Desire for a 20-year retirement program						
70		Association of an Air Force career with a high salary						
72		Association of an Air Force career with interesting and challenging						
		jobs						
77		Favorable attitude of spouse or immediate family toward an						
		Air Force career						
		Quality of Air Force leadership						
		Discipline						
		Job satisfaction						

TABLE 42
JOB SATISFACTION CORRELATION MATRIX
(ALL FEMALE OFFICER PERSONNEL)

36	.289						
48	.628	.002					
49	.681	.129	.630				
72	.347	.171	.295	.288			
89	.562	.397	.374	.413	.264		
90	.566	.372	.284	.473	.254	.572	
98	.527	.145	.308	.317	.324	.371	.358
							195
Ques. No.	Hopp	36	48	49	72	89	90

Hopp	Job satisfaction
36	Free time satisfaction
48	Job challenge
49	Preparation for future responsibility
72	Association of an Air Force career with interesting and challenging jobs
89	Leadership/supervision satisfaction
90	Satisfaction with superiors
98	Job freedom

TABLE 43
JOB SATISFACTION CORRELATION MATRIX
(ALL MALE OFFICER PERSONNEL)

	36	.203					
	48	.654	.012				
	49	.608	.054	.639			
	72	.486	.154	.436	.427		
	89	.381	.194	.288	.340	.318	
	90	.402	.201	.273	.314	.229	.615
	98	.380	.231	.289	.298	.267	.435 .464
Ques. No.	Hopp	36	48	49	72	89	90

196

- | | |
|------|--|
| Hopp | Job satisfaction |
| 36 | Free time satisfaction |
| 48 | Job challenge |
| 49 | Preparation for future responsibility |
| 72 | Association of an Air Force career with interesting and challenging jobs |
| 89 | Leadership/supervision satisfaction |
| 90 | Satisfaction with superiors |
| 98 | Job freedom |

TABLE 44
JOB SATISFACTION CORRELATION MATRIX
(ALL FEMALE ENLISTED PERSONNEL)

36	.028						
48	.639	.115					
49	.535	.180	.606				
72	.379	.202	.468	.473			
89	.343	.158	.367	.257	.208		
90	.366	-.077	.231	.230	.121	.432	
98	.408	.020	.372	.261	.168	.443	.458
Ques. No.	HOPP	36	48	49	72	89	90

HOPP	Job satisfaction
36	Free time satisfaction
48	Job challenge
49	Preparation for future responsibility
72	Association of an Air Force career with interesting and challenging jobs
89	Leadership/supervision satisfaction
90	Satisfaction with superiors
98	Job freedom

TABLE 45
JOB SATISFACTION CORRELATION MATRIX
(ALL MALE ENLISTED PERSONNEL)

Ques. No.	Hopp 36	48	49	72	89	90	98
	.244						
36		.674	.141				
48			.558	.170			
49				.446	.214		
72					.374	.177	
89						.348	.244
90						.348	.206
98							.365
							.195
							.271
							.268
							.277
							.363
							.447

Hopp
36 Job satisfaction
48 Free time satisfaction
49 Job challenge
72 Preparation for future responsibility
89 Association of an Air Force career with interesting and challenging jobs
90 Leadership/supervision satisfaction
98 Satisfaction with superiors
Job freedom

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